FEBRUARY-1949







## "No police chief alone can break that jam, Mr. Mayor—this town needs a top-notch traffic engineer!"

#### America must find room for more than 40 million cars and trucks — and that's no easy job!

THIS police chief is right. It takes more than his badge of authority to speed the flow of traffic and eliminate congestion.

What his city needs is a practical, intelligent plan—with adequately trained men to carry it out—and plenty of co-operation from the public, of course.

No mayor or city manager, and no group of public spirited citizens alone, can possibly decide by themselves how to end traffic snarls, delays and accidents.

The problem demands thoroughly professional study and diagnosis—and more and more municipalities are now beginning to recognize this.

#### Steps in the right direction

They've taken steps in the right direction in Milwaukee, Detroit, Denver, Seattle, Buffalo and Dallas, to name just a few places.

These cities—and numerous others—are giving their police departments the continuing help of experienced, competent, resource-ful traffic engineers—men who know how to get results with a minimum of public inconvenience.

#### Sound planning gets results

In Detroit, the result has been to speed vehicle movement considerably—with a 50 per cent decrease in accidents!

Milwaukee has been made one of the safest cities in the country.

Any community can effect comparable improvements in its traffic set-up, if sensible, feasible programs are adopted for better use of its present streets. What traffic conscious America needs is not more restrictions on its cars, trucks and buses, but more up-to-date methods of routing them in everybody's best interest.

New safety for pedestrians as well as vehicle occupants is usually the result of smoother traffic flow. In fact, the record shows that almost every measure which reduces street congestion also reduces accidents.

As a nation-wide observer of what competent traffic management can accomplish, Studebaker feels that there's virtually no limit to the progress that can be made.

#### STUDEBAKER

AMERICA'S GREAT PROGRESSIVE IN TRANSPORTATION SINCE 1852

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## This tire runs over 2,100 nails every day

#### A typical example of B. F. Goodrich development in tires

Nails, wire, screws, boards and other remains of broken barrels and packing cases often litter the areas around docks and warehouses. That's true in the case of American Stevedores, Inc., in New York City. This company operates 180 pieces of equipment in their stevedoring and warehousing operations.

In one day's work it is estimated that a single tire runs over 4,200 puncturing objects. The risk of constant flat tires and lost equipment time makes the use of ordinary tires and tubes impractical.

When American Stevedores' men

and B. F. Goodrich men got together, they came up with the solution—BFG Seal-o-matic tubes. Seal-o-matics seal punctures automatically. (There is a layer of firm but gumlike compound right beneath the tread and shoulder areas of the tire.)

When a nail or other sharp object pierces the tire and tube, it is instantly gripped by the gummy substance. No air is lost. And when the nail is removed, the sealing compound is drawn into the hole. Some of the sealing substance is often drawn up into the tire, sealing that hole also. The tire may be punctured—but it doesn't go flat!

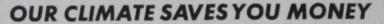
Seal-o-matics are available for passenger cars, trucks and industrial vehicles. They pay for themselves quickly—yet often outlast two or more ordinary inner tubes. In addition, Seal-o-matics increase tire life because they help prevent blow-outs; increase tire mileage.

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Truck Tires B. F. Goodrich

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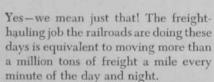
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A lot of things helped bring about this great gain in efficiency. Among them are continued and expanding research in better transportation tools and methods—and huge investment in providing the better facilities necessary to do an ever better job. This investment has averaged, over the past quarter of a century, more than \$500,000,000 a year. And in 1948 it was well above one billion dollars.

For the future, the railroads plan to keep on investing in new cars and engines, better shops and signals, better tracks and terminals, and all the other things that mean better service to the public.

The only way railroads can get the money to pay for these improvements is through their earnings. To keep abreast of the needs of the nation they must make earnings which are in line with today's expenses and today's costs. That would be your best insurance that the American people and American business will continue to have the most efficient, most economical, most dependable rail transportation in the world.



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## Nation's



### **Business**

PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

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#### CIRCULATION OF THIS ISSUE 652,000

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are you ashamed of your town's

#### hotel facilities?

#### do something about it!

The lack of adequate hotel facilities retards the progress of thousands of communities. Yet it is possible to build a hotel today on a sound investment basis!

EVERYBODY PROFITS from a good hotel. It attracts tourists, visitors, traveling representatives of out-of-town firms, who might otherwise pass up your town. It enhances your local social life. It helps improve business, community growth and brings thousands of extra dollars into your city!

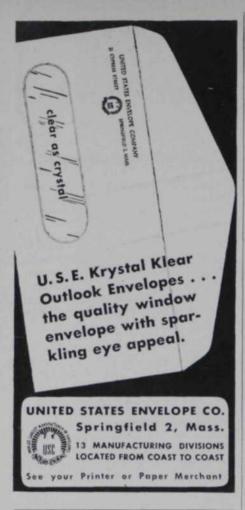
LACK OF GOOD HOTEL facilities is due not to a lack of interest, we found, but to the problem of finding someone who knows how to get the project organized and under way. That's where we come in . . ,

DESIGN INCORPORATED is an organization of designers, builders, furnishers, who specialize in hotels. For the past 17 years, when practically no hotels were being built by anyone, hundreds of existing hotels engaged us to improve the income-producing possibilities of their property. This experience enabled us to develop revolutionary techniques for designing modern, new hotels that can earn peak profits.

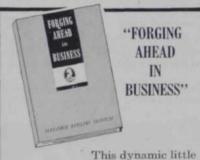
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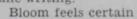
ALEXANDER HAMILTON INSTITUTE

71 West 23rd Street New York 10, N. Y.



BACK in 1940 MURRAY T. BLOOM gave up a public relations job to turn free-lance writer. For the first six months it looked like a mistake, but then he got a few breaks and

free-lancing became an interesting and profitable way of life. However-two years later Bloom was sporting khaki as an acting first sergeant of a Counter-Intelligence Corps detachment in the ETO. From the CIC he was assigned as a roving correspondent for the French and German editions of Stars & Stripes. And when the Biarritz-American University in France was established he was selected to teach magazine writing.



that he must have done a good job of orientation among his 300 students because not one of them has tried to go into magazine freelancing on a full-time basis.

Bloom resumed his writing career just as soon as Uncle Sam gave him his walking papers. Today, not only is he married to a writer, but his 15 month old daughter shows signs of following in her parents' footsteps. Next to tearing up paper napkins she loves most to plink at the keys of her daddy's typewriter.

ALTHOUGH HELENA HUNTINGTON SMITH has always been interested in medical writing, her literary career has been something of a rolling stone—touching at times on Americana, politics, history, and especially on new fields with fresh, wide horizons. Perhaps, as much as anything else, it was the pioneering nature of the work of the U. S. Public Health Service that caught her fancy and subsequently led to her writing "G-Men Who Guard Your Health."

For the past 15 years she has divided her time between raising a son and a daughter, and journalism. However, not long ago she took a rain check on her domestic duties

and accepted an assignment that carried her to several European countries, including Austria, Poland and Italy. She returned convinced that one need only travel abroad to gain an enduring respect for the public health work being done in America.

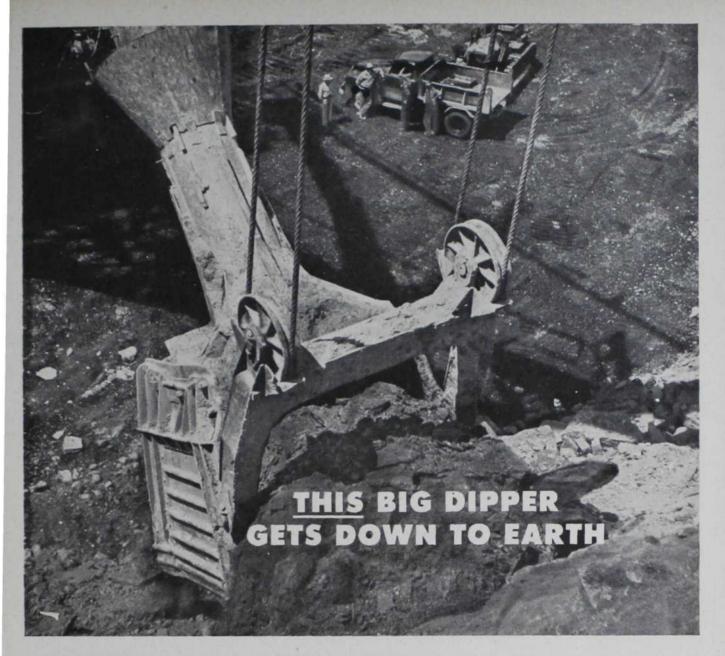


Murray T. Bloom

FOR AS long as she can remember EDITH M. STERN has been interested in social welfare. Even as a small child in New York City where she was raised, she became

upset because poor kids didn't seem to get many presents. So, taking matters in her own hands, she made a limited distribution of her own toys. When she was seven she joined a society to help crippled children, becoming president at the age of 12. However, it wasn't until 1938, after 16 years of doing editorial work for publishers and then lecturing on current books, that Edith Stern began writing on social welfare problems. In the process of collecting material for an article on occupational therapy, she visited a mental hospital and was amazed at how uncrowded the field was-especially at a time when most other professions were packed to the doors.

This lack of interest in social work led her to investigate how other public institutions were faring. In the intervening years, Edith Stern has become one of the country's top writers in this field. She is currently trying to get her family settled in a new home and keep up with her career.



When this huge bucket bites into rock and dirt, it lifts away a 30-cubic-yard load—to uncover the rich supply of coal that lies near the earth's surface. For not all coal is mined deep underground, as you might suppose. In a single year as much as 135,000,000 tons of quality coal has come from surface mines like these.

To uncover this rich supply of home and industrial fuel, the progressive coal industry has introduced many revolutionary machines and methods. Giant shovels—today costing as much as \$850,000 apiece—are only single items in this new phase of mining. And under the ground, as near the surface, coal mining represents new strides in mechanization of a basic American industry . . . in which a half-billion-dollar modernization program over the next three years alone gives assurance that American homes and industry will not lack for ample supplies of fuel.

**Mechanization** of America's progressive bituminous underground coal mines—in which more than 91% of production is mechanically cut and 60% is mechanically loaded—is evidence of the vast technical skill behind America's coal production records.

Today's mines themselves—as well as their rail and conveyor belt systems, and efficient coal treating plants for preparing coal for shipment—are carefully planned for safety, productive efficiency, and maximum conservation of coal's resources. Today coal mining is an increasingly attractive and satisfying field for young men with engineering talent and skill.

#### BITUMINOUS 👛 COAL

A DEPARTMENT OF NATIONAL COAL ASSOCIATION WASHINGTON, D. C.

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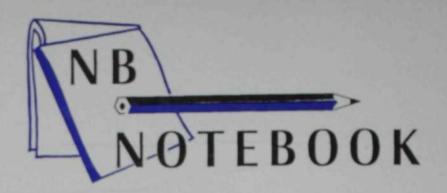
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#### Days won

STRUGGLE is an accepted ingredient of news. So, when labor and management get into a dispute it makes the headlines.

A while back the National Planning Association decided to provide studies of peaceful labor relations as an offset to the general notion that all is war on the labor-management front.

The first survey of long-standing peace in industry told the story of Crown-Zellerbach.

Now the Bureau of Labor Statistics promises regular figures on peaceful settlements which, of course, far outnumber the clashes. So we will have statistics on days lost, etc., but also an enumeration of peaceful agreements and, therefore, what might be called "days won."

#### Tests for brands

MANY large retail stores which in the past had a settled policy of limiting the sale of nationally advertised merchandise, executed an abrupt about-face after the war. The national brands under difficult conditions were holding quality standards up and prices down. The stores, plagued with ersatz goods during the shortages, realized that they must take quick steps to regain customer good will.

So the national brands have prospered as never before. But now they appear to be headed for a period of test because competition on quality and price has reappeared. Moreover, there is more than a slight suspicion that some brands have moved up too high for mass appeal. The values are there but they may be out of reach of the average family budget. Private brands, also well advertised, seem to be keeping closer watch on the mass market in many instances.

Some recasting of national brand price brackets and qualities is thought to be in sight. Mass appeal, in short, requires mass-patterned products.

#### Letting the men know

SOME progress has been made in getting the facts of business to employes via annual financial reports but a big gap is still to be filled. Thus, the Wage Earner Forum, directed by Everett R. Smith for the Macfadden Publications, reveals that 65.7 per cent of all workers would like to have an annual report, 21.6 per cent get it and 44.1 per cent are still left in the dark.

Of those who don't get reports, 73.8 per cent don't know why, but many are suspicious. Even those who receive reports criticize them as "too legal." The simple matter of the relationship between dollars of dividends and dollars of wages was unknown to almost 90 per cent of the Forum members, emphasizing the need for simplified statements.

This survey was made in cooperation with the American Economic Foundation which has been studying the subject of financial reports for ten years.

#### 50 miles per gallon

AFTER several years of laboratory work a big oil company has perfected a device that may reduce home fuel oil consumption by 25 per cent. It is a new combustion head for high-pressure, gun-type oil burners. The company is making its patents available without payment of royalties to oil burner manufacturers in the interest of fuel conservation.

The editors of *Our Sun*, publication of the Sun Oil Company, offer this news item as an example to prove that there is no suppression of inventions to bolster the use of oil and gasoline. They have run down "The Case of the Phantom Carburetor," that marvelous device which would permit an auto-

mobile to run 50 miles on a gallon of gas if only the oil companies would let it be made and sold.

The story of "suppressed patents" has been going the rounds for years and the phantom carburetor is a favorite. As the Sun Oil editors emphasize, patents are not secrets in the first place. They add that numerous investigations have failed to reveal any basis for the belief that inventions gather dust because some business might suffer.

#### The customer's shoes

A GOOD salesman, so the saying goes, will put himself in the customer's shoes. The sale comes off not so much because the salesman is selling but because the buyer finds reasons for buying.

When this kind of salesmanship appears, it is most adroit. The commoner type is dominant handling of the transaction—the salesman dominates.

These thoughts on selling popped up after reading a survey on public relations made by the National Industrial Conference Board. It seems that emphasis in public relations activities has shifted to customer relations in anticipation of a buyers' market. And the survey found that all but the biggest corporations generally handle their public relations in conjunction with advertising.

The job of public relations undoubtedly is to sell ideas. Unless it is independent, however, the chances are it tries to dominate. It wears its own shoes and not the customer's.

#### Inequity capital

WHAT appeared at first sight to be a strong argument against selffinancing in industry was advanced by Donald Montgomery, chief of the CIO United Automobile Workers Washington office, at a recent hearing before a Senate-House subcommittee investigating profits.

Montgomery maintained that plowing back company profits might be called "inequity capital" because 1, consumers do not invest willingly but have it taken from them (through high prices) and, 2, having invested it, they retain no equity in the corporation to which they have donated it.

The other side of the coin is that an inflated stock market was necessary in the late '20's to take care of numerous stock issues. And when the bubble burst, not only speculators but consumers in general got hurt. So the question ad-



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It's a good thing water is cheap because the average family consumption is 300 gallons a day. Water that's made safe and palatable, delivered right to your faucet through miles of underground distribution mains. And all for a dime a day (national average). Yes, water is cheap, and a big reason why is the long life of cast iron pipe.

More than 95% of America's water distribution mains are cast iron mains. Of all the cast iron water mains (6-inch and larger)

96%

OF ALL 6-INCH AND LARGER CAST IRON WATER MAINS EVER LAID IN 25 REPRESENTATIVE CITIES ARE STILL IN SERVICE.

Based on the findings of a survey conducted by leading water works engineers. ever installed in 25 representative cities for more than a century, over 96% are still in service. Such long and efficient life saves money in water works operation and helps to keep your water bills low.

Due credit should also be given to the efficient service of America's municipal and privately-owned water supply systems.

Address inquiries to Cast Iron Pipe Research Association, T. F. Wolfe, Engineer, 122 So. Michigan Ave., Chicago 3, Ill.





# How can employers guard against large dishonesty losses?

Your judgment in picking people for positions of trust may be of the very best, but it has to be based mainly on past records of character and integrity. It can give you no guarantee against future developments which may induce the most trustworthy employee to succumb to the combination of temptation and opportunity and become an embezzler.

Fidelity Bonds offer business management the only positive means for dealing with this employee dishonesty risk. Such protection in its most modern and highly perfected form can be provided for your organization through Hartford *Blanket* Fidelity Bonds which offer:

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dressed to Montgomery is whether he would rather pay a higher price and stay happy or invite another 1929.

Basically, of course, the extra profit pays for new plant and facilities and therefore means more jobs and more pay. So consumers reap the benefit, after all.

#### Young engineers

THE new president of the American Society of Mechanical Engineers, James M. Todd of New Orleans, believes that young engineers should be placed on an equal status with the older members of their profession in both industry and technical societies.

Young doctors and lawyers are accepted in every way as qualified members of the profession after they comply with graduation and registration laws. The young engineer, however, is elected as a junior or other grade of member according to his years of experience.

"In visiting large plants and industries," Todd explains, "I have observed that lawyers and doctors employed by these agencies apparently are placed on the same plane with the administrative and organizational heads, and undoubtedly held in higher outward regard than the engineers.

"This is striking because the plant itself is built around the engineer and assistants, without whom the entire organization could not function. Apparently, the lawyers and doctors are considered as consultants rather than associated with the performance of the actual work which falls to the engineer. But again, you do not find the young engineer on the same relative plane with the chief engineer and his immediate assistants as you do among similar conditions with doctors and lawyers."

Todd suggests that membership in technical societies be as professional engineers in a given branch with some other term for the engineer of long standing.

#### Management man

HENRY D. THOREAU had the mind of a man who makes a good management engineer. He abhorred waste of time and energy, a little pamphlet called *Net Results* observes, adding:

"Once when Ralph Waldo Emerson was planting forest trees and had procured half a peck of acorns, Thoreau observed that only a small portion of them would be sound. He proceeded to examine them and select the good ones. Finding that this took time, he said, 'I think, if you put them all in water, the good ones would sink.' The experiment was tried with success.

"Devising shorter, better ways to accomplished results is one of the functions of a management engineer. Another is determining whether the results themselves are worth the expenditure of time and effort. In many a business people are daily busying themselves in attempts to improve methods of doing things for which there is no justifiable need. The question they should ask themselves is not 'How can we do it better?' but, 'Should we do it at all?' Thoreau might have been relied upon to come up with the correct answer to such a problem, too."

Net Results is published by H. A. Hopf & Co., management engineers, and it gets a reading every month for little pieces like this.

#### Gas turbine award

THE first award of the Gas Turbine Division of the American Society of Mechanical Engineers went recently to Charles G. Curtis, pioneer in the field and still active as president of the International Curtis Marine Turbine Company. He was born in Boston in 1860.

Curtis patented his Curtis steam turbine in 1896. A combination of the Curtis turbine and one previously developed by Sir Charles Parsons powers the Cunard-White Star liners Queen Mary and Queen Elizabeth.

A prolific inventor and even now working on a new type of marine propulsion which he describes as a "substantial" departure from existing practice, Curtis says:

"I don't know of anything that requires as much persistence as putting over an invention. It's not only a matter of the merit of the invention but also largely of timing."

#### New fiber

NYLON took the ladies by storm only a few years ago as they queued up before store counters to obtain the precious hose. Now a new synthetic is promised by du Pont which will excel nylon. It is Orlon, long known as "Fiber A," and next month a new plant to make it will be started at Camden, S. C.

Unlike its predecessor, Orlon is said to be warm to the touch. Unusual resistance to acids, sunlight, high temperature, fungi and insect attack means it ought to find wide use in awnings, sails and other outdoor materials.





### Just right for the job...

Does your truck have the right combination of power, capacity, and load-moving units to meet the operating requirements of your job?

If not, your delivery expense is probably higher than it should be.

Your own experience, like that of



many truck operators, has probably shown that if your truck does not have the right units throughout . . . it wastes gas and oil, won't stand up, runs up excessive maintenance costs.

It's different when you get a "Job-Rated" truck. Here's why:

Your Dodge "Job-Rated" truck will have exactly the right one of 7 different truck engines. Further, that engine will be one that's engineered to deliver "top" horsepower and torque . . . with real economy.

Your truck will also have exactly the



#### The Right Units Throughout !

right clutch, transmission, rear axle, gear ratio, frame, springs and tires. Such a truck will stay on the job. It will give you better service. It will last longer. All of which means that you can amortize your investment over a much longer period of time. Your truck will save you money . . . every mile you drive it.

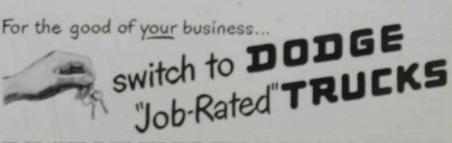
How can you get a truck "Job-Rated" to fit your job? See your Dodge dealer. Tell him your operating conditions and requirements. He will then recommend the right truck for you from 248 different basic chassis



See Your Dodge Dealer!

You know that the best way to make money is to sare money. That's why we suggest that you . . . like an ever-increasing number of economyminded truck buyers . . . switch to Dodge "Job-Rated" trucks!

For the good of your business ...



YOUR DODGE DEALER, CONSULT THE YELLOW PAGES OF YOUR PHONE BOOK FOR THE LOCATION OF

## MANAGEMENT'S Washington LETTER

- BUSINESS BALL IS LOSING its bounce.
  Year ago a pat would send it bouncing
  out of sight. This year you'll have to
  hit it a lot harder to get much rebound.
- LEVELING OFF AND cutting back are hard to separate.

That's why peaks on economic charts are sharp—chain reactions set in both on ups and downs.

Ten per cent change in consumer goods level may mean 10 times that change in related capital goods.

For several years U. S. economy has been geared to expansion. When expansion ends it leaves some facilities (and operators) out of a job.

Example—watch this vital 10 per cent: Suppose manufacturer of consumer goods finds economical machinery replacement rate in times of normal output is 10 per cent per year.

On rising market he decides to increase production. So he adds more equipment—about 10 per cent more.

In that case he doubles his year's equipment order, a 100 per cent rise to the capital goods maker.

That's what happens on rising market.
Now suppose market levels out. Consumer goods manufacturer decides in
following year just to maintain current
production.

So he cuts back equipment order to normal replacement needs—from 20 per cent year before, to 10.

That's a 50 per cent cut to his equipment builder.

But what happens when the consumer goods man finds his market softening, decides he'd better cut production a moderate 10 per cent?

For one thing he'll need only 90 per cent of his productive equipment. So that year instead of replacing the usual 10 per cent, he'll just take it out of service.

So he cuts his order to zero.

WHAT'S MOST POWERFUL buying force you know of?

Probably it's expectation that prices will go up. Then people buy to save. Conversely, what's most powerful force against buying?

Expectation prices are going down. Then people wait to save.

Today's widespread expectation of

lower prices sets stage for possibility of mass buyer resistance.

Such force could become cumulative, build into recession or worse this year, any year.

NATION'S LARGEST mail order house finds plenty of stability in U. S. outlook for next six months.

Catalog selling forces Sears, Roebuck to look farther ahead than most merchandisers in establishing buying, pricing policies.

Here's what they saw—and put in their 1949 (first half) catalog:

Average price drop of 1.7 per cent on 100,000 items covering nearly everything consumers buy except food, automobiles.

It's Sears' first cut (except special sales) since war.

Adjustments taking place within the economy are demonstrated by analysis of Sears' prices.

Using 1,500 items to reflect entire list, officials found 37 per cent show price cuts. 17 per cent show rises, 46 per cent no change.

Deepest cuts are in textiles, clothing. Rises are in items made of metal.

▶ ONE OF THE GREATEST spark plugs in record high business level has been production for inventory.

It's about over.

Present inventory value is above \$53,000,000,000. That's 15 per cent rise in a year, 85 per cent in three years.

But these figures don't cover most important inventory classification: Consumers' postwar acquisitions.

▶ YOUR HOMEWORK requirement is going up. World's biggest business—U. S. Government—is formulating policies that will touch every purse in the land.

Watch daily development of new tax bill as a guide to your customers' outlook as well as a cost to your own firm.

Flip tax bill to its other side. There it reads: Spending program.

Note that nearly every point in Administration program would put more money in public's hands—perhaps in your customers' hands.

Low-cost housing, for example, would strengthen building supply markets, construction industry, house furnishings.

Aid to education would mean more

## MANAGEMENT'S Washington LETTER

school buildings, books, equipment.
Higher teachers' pay would mean more
travel, more money for the corner
grocer, downtown department store.

Public power program would add to demand for line extensions, generating

equipment, appliances.

Federal aid to hospitals, health insurance, higher minimum wages, increased old-age benefits—all would add dollars to trade, pressure to markets.

They also would add taxes to corporations, middle and high income brackets.

THERE'S ONE THING certain about the new labor law-

It will disappoint two groups. Management will feel it has lost too much. Labor will feel it hasn't gained enough.

Political horse trading will determine final form of new law.

It's present in nearly all legislation, particularly strong in labor struggle because each side battles for what the other considers extreme policy.

▶ LOOK TO YOUR STATE legislature for labor-management regulation if federal law doesn't suit you.

Note U. S. Supreme Court decision upholding state's right to ban closed shop.

Labor specialists say decision opens door for much wider state control of labor-management matters.

Possibility that properly written state laws may wholly override federal regulation is being studied.

This is certain: Federal regulation applies where there is no state law.

Labor experts say states now can regulate closed shop, welfare funds, unfair practices; can require public financial reports, non-communist affidavits, can establish their own conciliation services, labor boards.

Supreme Court ruled directly on right of North Carolina, Nebraska, Arizona to ban closed shop, made clear that other states have same right.

Court attaches, Labor Department listed these states also as having closed-shop restrictions:

Delaware, Georgia, Iowa, Louisiana, Maryland, Nevada, North and South Dakota, Tennessee, Texas, Virginia, Arkansas, Florida, Colorado, Kansas, New Hampshire, Wisconsin. ▶ WAGE RIGIDITY may cause some unemployment in months ahead.

Ordinarily when product demand diminishes, producer attempts to tap new markets by reducing prices.

Because of currently energetic resistance to lower wages plus rigidity created by fixed wage contracts producers' inclination is to cut volume, lay off help when orders drop.

That's happened in some textile, shoe

plants.

SHIFT FROM RELIEF to recovery is evident in Marshall plan orders.

Industrial equipment requirement rises, need for food goes down.

But Europe's exports run at half rate necessary to balance her world trade.

Thus there's growing talk here and abroad that Marshall plan won't accomplish recovery by 1952, its scheduled end, that further external aid will be necessary.

Economic Cooperation Administrator Paul G. Hoffman has this answer:

"Western Europe must not be allowed any illusions about our intention of pulling out on schedule."

This tacitly recognizes reports that officials in some European countries operate on theory that, if Marshall plan doesn't accomplish recovery, another aid plan will.

They have this to support such theory: Present program is fifth under which U. S. dollars have been sent abroad to aid Europe.

Remember Military Relief and Foreign Economic Administration, U. S. Foreign Relief Program, United Nations Rehabilitation and Relief Administration, Interim Aid?

MOST EXPENSIVE ARGUMENT going on in Washington today—

Shall Government continue support of its bond prices?

Financial community, government policy makers, divide on question of trial drop to seek bonds' natural price level.

Support advocates oppose such step, point out that in 1919 government bonds fell to 82 when national debt was only \$26,000,000,000.

Note: Although individuals hold \$67,500,000,000 in government bonds, \$55,000,000,000 of these are savings series redeemable at scheduled rates. They cannot fluctuate in value.

Other holders of national debt are (in billions): 15,000 commercial banks, 62.5; Federal Reserve banks, 23.4; insurance companies, 22.3; mutual savings banks, 11.7; other corporations, associations, 21.7; state, local govern-

ments, 7.3; U. S. government agencies, trust funds, 36.8.

Support is established by Federal Reserve purchase of bonds as they appear on markets. That's policy, not law.

VETERANS ADMINISTRATION officials ponder plan to make direct loans for home building.

Present law authorizes VA to guarantee vets' home loans—made by banks—at 4% per cent interest.

Under its administrative authority VA has held rate to 4. But few banks will take loans at that figure.

Plan under consideration is to seek congressional authority to make direct loans at 4 per cent, use National Service life insurance reserve for loan fund.

▶ PROSPEROUS PLATEAU—That's outlook for tire wakers, as they see it.

Their industry already has gone through its postwar readjustment, had a prosperous year since.

Expected sales this year: 86,000,000 tires. Compares with 84,000,000 last year. And more than 100,000,000 in 1947, when production caught up with demand.

Plateau—if this is it—is comfortably above prewar. Peak production then came in 1940—60,622,000 tires.

Greatest proportionate gain since then has come in farm equipment tires, up 59 per cent.

>STRONGEST INDUSTRY in U. S. is steel. Yet first steps toward cut in steel price already have been taken.

Both came in scrap. First was rise in quality that enabled mills to get more out of it. Second was scrap price crack that developed last month.

But freight rate rise may balance lower scrap cost.

WHERE'S THE TRAFFIC going?

That's question bothering railroads. In past 10 years cost of rails, fuels, other supplies has jumped 118 per cent, hourly wage rates, up 83 per cent. Freight rates have risen 49 per cent.

Traffic volume absorbed higher costs, made operations profitable.

Now rail costs continue to rise while traffic volume levels out, on some roads drops.

Operators fear further rate boosts would drive more traffic to prospering barge lines, contract truck haulers, and to company-owned fleets.

These fleets worry them most, since they believe their own cost troubles soon will catch up with contract truckers, barge lines.

## MANAGEMENT'S Washington LETTER

MARINE INSURANCE MEN charge Government is encroaching on their business.

Prewar they insured 75 per cent of cargoes leaving U. S. ports. Now figure has dropped to 50 per cent.

Difference is represented by ECA shipments. Under decision announced by agency late last year ECA stands its own marine losses.

Insurance men say this costs them \$25,000,000 a year in premiums, shifts liability from underwriters to taxpayers.

NATIONAL SERVICE life insurance holders, past and present, will start drawing a \$2,000,000,000 dividend this year.

Administrators of World War II insurance fund have been watching dividend accumulate for years, couldn't until recently find help enough to compute it.

Present hope: Distribution will start in August.

TECHNOLOGICAL CHANGE needn't make a direct hit to knock out your business.

For example—an Ohio chairmaker went out of business last month. This is what got him:

Home wave kits put millions of women to work curling their own hair, caused slump in beauty parlors.

Chairmaker specialized in beauty shop chairs, had no other outlets, failed to find any in time to keep business going.

BRIEFS: Dayton, Ohio, revived workrelief by putting unemployed to work in parks-at \$1 an hour ... Berlin air lift carried a \$39,000,000 order to Boeing for new planes to replace those wearing out ... . Generating capacity is not expected to catch up with demand in Pacific Northwest until 1954....British Foreign Office reports discovery of drug that eliminates trypanosomiasis (carried by tsetse fly), thus opening 4,500,000 square miles for beef production in tropical Africa.... U. S. now has 140,000 miles of petroleum pipelines.... Moscow awards 115 Russians medals for "distinguished service in liberating Korean people from Japanese imperialism." Both U. S. and Russia occupied Korea after Japan surrendered .... U. S. Treasury had three fires in single year. Auditor's reports were destroyed each time. Year was 1834.



Mechanization, which has enabled industry to meet rising factory costs, is just as necessary to cut office costs.

Concerns of every size and type report more work...better work...and savings ranging to 30% — often more! These savings, resulting from a combination of time-saving advantages found only in National Accounting Machines, often pay for the National installation in the first year!

Ask your local National representative—a trained analyst—to study your present accounting set-up, and then tell you how much saving you can reasonably expect. No cost or obligation, of course.

National
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CASH REGISTERS + ADDING MACHINES



#### OF NATION'S BUSINESS

### The State of the Nation

SHORTLY before the outbreak of World War II a very notable book, entitled "The Idea of a Christian Society," was written by T. S. Eliot, the famous poet who was recently awarded the Nobel Prize for literature.

Eliot is often referred to as "Anglo-American." Though born and educated in this country, he has for many years made his home in England, where certain intangible values mean more to him than our far greater material advantages.

Three centuries ago, Europeans were leaving the relative comfort of that continent to confront appalling physical hardship in what was then the raw New World. They sought—and found—spiritual freedom. Now we see a contrary phenomenon. Some Americans find the abundance on this side of the Atlantic unsatisfactory. Throughout Europe there is a shortage of commodities of every kind. There is a plethora of rationing and controls and governmental regimentation. But there is also something which is attractive to men in whom the spiritual quality is pronounced.

In the book to which reference is made, this poet suggests one reason for his personal, voluntary expatriation. "The idea of a Christian society," he says, "is one which we can accept or reject; but if we are to accept it, we must treat Christianity with a great deal more *intellectual* respect than is our wont; we must treat it as being for the individual a matter primarily of thought and not of feeling."

If one reflects on this assertion it comes uncomfortably to mind that, in the United States today,

Christianity is not treated with intellectual respect. We simply do not give to religious matters the careful consideration which is lavished on the design and production of an automobile; the development of a new type of airplane, or the merchandising of goods. If we are honest with ourselves we will probably admit that very little thought goes into our spiritual inventories.

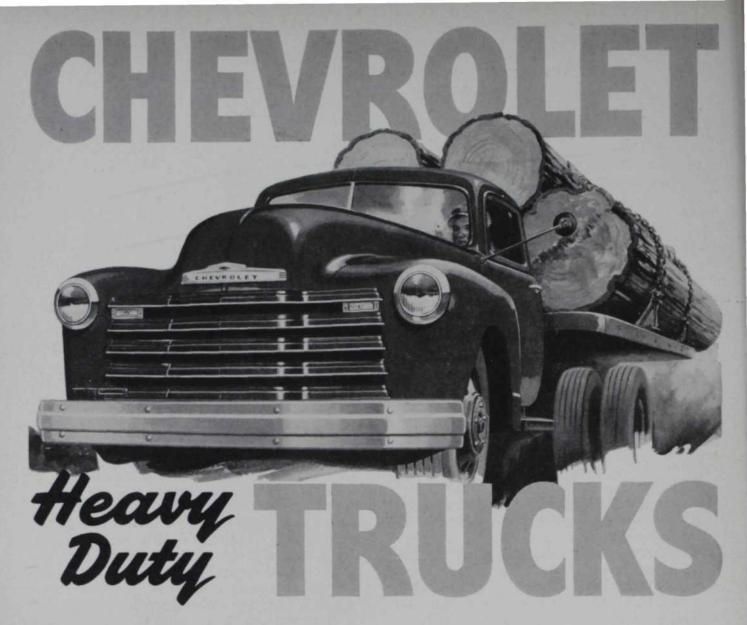
And yet the threat of spiritual bankruptcy is a far more serious danger than those commercial failures which we regard as a barometer to test the condition of our national health.

. . .

This is not to say that Americans have become, for the most part, an irreligious people. The churches are well filled; money is generally available to repair the old, or construct new, places of worship; the ministerial profession is respected.

But the spiritual substance behind this surface display is open to serious question. We know perfectly well that most of us put no real effort into our religious observances. If the openly atheistic minority is small, so also is the number of those who feel any deep concern. As a generality, the average American attitude toward religion may even be defined as slightly contemptuous. The real "he-man" does not go in for that sort of thing.

For superficial success, and for the acquisition of negotiable property, the religious quality actually is not necessary. It may indeed be a handicap, as Jesus warned when he drew the sharp alternative between the service of God and that of



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Mammon. He never argued, however, that material prosperity would be denied to those who make its attainment their supreme objective in life. The lesson of the New Testament, in this connection, is merely that the greater the emphasis on ephemeral values, the less the chance of happiness.

This was well understood by the men who declared that "Life, Liberty and the Pursuit of Happiness" are "unalienable rights" of mankind, and who established this republic to make good their Declaration of Independence. The basic principles of the American form of government have heretofore made it relatively easy for hard-working men to make a living. But the founders did not believe that men would lose sight of fundamental principles in the effort.

Indeed great care was taken to insure that this disastrous blunder should not be made. In the famous farewell address, George Washington asserted that: "Of all the dispositions and habits which lead to political prosperity, religion and morality are indispensable supports. In vain would that man claim the tribute of patriotism, who should labor to subvert these great pillars of human happiness." And then, with a warning more urgent today than when he voiced it: "Let us with caution indulge the supposition that morality can be maintained without religion."

Even though it was affirmed so strongly by George Washington, the thought that there is a direct connection between religion and "political prosperity" is now probably novel to most Americans. We are accustomed to thinking that a man's religion, or the lack of it, is a purely personal matter. How then can it also be political, meaning everybody's business?

It is curious that people who ask this question, in all sincerity, are also frequently those who argue that many lesser idiosyncrasies are properly matters of general political concern.

Any community will rise indignantly against a person who habitually pollutes its water supply. It is increasingly maintained that illiteracy must be eliminated, even though the individual resentment to compulsory schooling is a deeply personal matter. But there is not the same feeling about people who are unsanitary or illiterate in the spiritual field.

In fact we now have government agencies, like the Federal Communications Commission, actually ruling that "freedom of belief necessarily carries with it freedom to disbelieve."

In spite of Washington's warning to the contrary, many of his countrymen have come to maintain that government should encourage public health, and public education, but should be wholly neutral, if not actually opposed, to the development of religious thought. The state today certainly indulges "the supposition that morality can be maintained without religion."

More and more we tend to act on the assumption that the individual should be physically and mentally, but not spiritually, trained. And since it is difficult to reconcile this argument



OF NATION'S BUSINESS

with the teachings of Christ, it is also difficult to reconcile it with Christianity.

Here we have an illustration of what T. S. Eliot means when he tells us that, if we want to be a Christian people-and it is by no means certain that we do-the doctrines of Christianity must be treated "with a great deal more intellectual respect" than is customary. And here we have an explanation of why, at a recent meeting of that strange United Nations' offshoot called UNESCO, Eliot was denounced by the Soviet delegate as a "hyena," a "jackal," a purveyor of "disgusting filth" and other communist endearments.

The Soviet Union makes no bones about being not merely anti-Christian, but also definitely anti-God. It is a wholly logical official policy, for communism cannot triumph unless the function of the human conscience is obliterated. Conscience, as the word itself tells us, is "knowing with." It is that intangible organ whereby we "know with" God. If conscience could be cut out, like the appendix, we may be sure that mass operations to this end would be ordered by Soviet boards of medicine. Since conscience evades the surgeon's knife the next best prophylactic-in communist eyes-is to eliminate God himself. Then that which "knows with" God also dies.

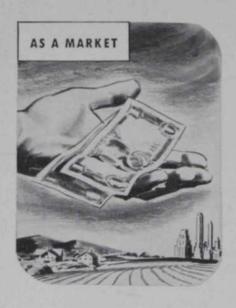
To most Americans this is a repugnant, even a horrible, philosophy. But we are unsure as to how it can be met. We have the atom bomb; we have peacetime conscription; we have great factories and marvelous technical skills and many more dollars than Stalin can command. Still, communism marches on. If blocked in Europe, it runs like a consuming flood through Asia.

We are not winning the struggle against communism. And we shall probably continue to lose as long as we endeavor to oppose a diabolical force with purely material agencies. The tragedy here is not so much our faith in the material. The tragedy lies in our lack of faith in anything which is more than material.

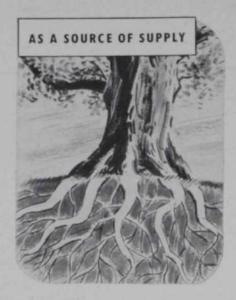
It is only a half-belief which we oppose to the calculating conviction of the Kremlin. To believe in Christianity, or any other form of positive religion, a people must be willing to pay it the tribute of earnest intellectual respect.

FELIX MORLEY

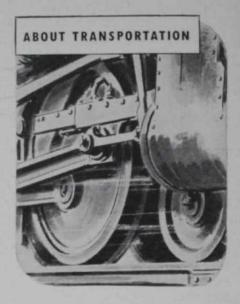
## Did you know these facts about New York State?



1. If you're relocating or expanding your business, remember that about 50% of the U. S. population lives within 500 miles of New York State. But what percentage of Canada's population, too? ()30% ()50% ()70%



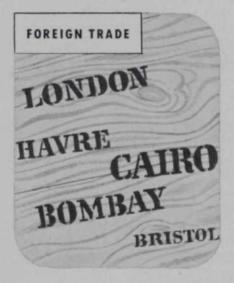
422 of the 446 U. S. industries are represented in N. Y. State, so suppliers are nearby—important to consider on F.O.B. shipments. How many business firms, would you say, are located here?
 ( ) 200,000 ( ) 460,000 ( ) 540,000



3. By rail, highway, ship or air—no other state is better equipped to move your products. The Atlantic, Great Lakes and St. Lawrence are connected—by how many miles of N. Y. State inland waterways? () 325 () 745 () 907



4. 12.5% of all U. S. skilled labor is in N. Y. State, and 12.7% of all non-agricultural workers, with an excellent stay-on-job record. About what percentage of all employees are women? () 11% () 21% () 31%



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6. We'll gladly furnish information on such matters as plant location, technical service, marketing, foreign trade -to suit your particular needs. Write: Commissioner, Dept. of Commerce, Room N2, 112 State St., Albany 7, N.Y.



About 70%.
 About 540,000 business firms.
 907 miles.
 31% in September 1947.
 5. 550 miles.



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### The Month's Business Highlights

BUYER resistance, which increased significantly in the last quarter of 1948, will be an even more important factor in the business situation in 1949.

A British cartoon shows a housewife facing a group of merchants.

"Queue up," is her command. The quip is even more applicable here. This year the consumer is boss and business activity will depend to an unusual degree on how he regulates his spending. Of the nation's \$253,000,000,000 output in goods and services last year, consumers absorbed 70 per cent. Consumers spend nearly five times more than all governmental agencies, federal, state and local. Their expenditures are 12 times larger than all the money going into new construction and eight times larger than outlays for new equipment.

Roughly 60 per cent of consumer expenditures is for nondurable goods. This is almost five times the total being spent for durable goods and is half again as much as is spent for services. Some 70 per cent of expenditures are for articles handled by retail stores. Expenditures for such goods are running two and a half times prewar.

. . .

Many of the areas of softness are in the nondurable field. Price declines in foods do not stimulate total consumption greatly but they cause important shifts in the particular foods that are bought. Purchases of clothing and semidurable house furnishings may be deferred in some instances in the hope that prices will go lower. This will be less marked in the durable goods field because half of those expenditures are for furniture and household equipment which will be sustained by the output of new housing.

The next largest item on the durable list, automobiles and equipment, is not likely to slump this year because of the backlog of demand. In the whole field of consumer purchases, however, there are the sustaining influences of population increase and the fact that wartime shortages have not been completely replaced.

More sales efforts will have to be put forward in 1949 but with wages and salaries at present levels and with ready money available from savings, a basis exists for continuing the upward trend of consumer expenditures, although 1948 will be a hard year to beat.



OF NATION'S BUSINESS

Supply has caught up with demand in various lines but when compared with the whole economy, the volume involved is not yet controlling. Total expenditures by consumers were greater in 1948 than in 1947. Their expenditures in 1949 will exceed those of 1948, many believe. Retail inventories

are not out of line with prospective sales. An increase in sales of nondurables is expected. The volume of sales of durable goods is being reduced somewhat by credit controls. A smaller proportion of total retail sales volume is being financed by consumer credit than before the war. Credit buying, however, continues to be an important factor. Roughly, outstanding credit is divided as follows: instalment, 50 per cent; charge accounts, 25 per cent; one-payment loans, 20 per cent; service credit, five per cent.

Relationship of supply and demand now has reached a point where fluctuations will be more frequent. Prices of many items will fall temporarily only to be followed by an upward movement. Most authorities believe upward pressures will predominate. Of course, there always is the possibility that enough people will hold back to see what is going to happen to cause a major slowing down in business; but few expect that to happen soon. Any shake out at this time is likely to be followed shortly by another surge upward. A decline or fear of a decline involves the danger of relaxing anti-inflation measures. That would weaken defenses against the subsequent boom. When recessive forces begin to expend themselves, many persons may reason that now that we have had the shake out it may be a good time to borrow money and go ahead in a big way.

It will not be difficult to make a better showing this year in industrial production. Volume was held down during 1948 by shortages of metals. Those shortages will not be so great in 1949. This applies to steel as well as to most other metal products, although the steel situation will not ease greatly until the latter part of the year.

Increase in plant capacity and more new machinery will augment production. The manpower situation is improving. The relatively tranquil labor situation in 1948 may continue in view of declining living costs and the fact that hourly earnings in manufacturing plants are double those of 1940.

High wages continue to stimulate purchases of



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labor-saving machinery. Western European countries are allocating more of their dollars for machinery purchases. Demand for heavy electrical equipment is expected to continue strong. A stable year is foreseen by the chemical industry. Shoe sales this year will exceed those of 1948 by 60,000,000 pairs, it is estimated. Average annual production for the next five years is put at 470,000,000 pairs. Agricultural production has been of major importance in restraining inflation. Volume exceeded the previous high by nine per cent. Despite the large output, net income was \$16,500,000,000—about ten per cent less than in 1947 but this was the first decline in net income farmers have had in ten years.

. . .

What Congress will do with regard to taxes will be influenced largely by the volume of federal expenditures this year. Conditions easily could arise before the year has passed under which expenditures would exceed the budget presented by the President. If the legislators feel this is likely to happen it would provide a reason other than soaking corporations for raising more revenue. The increase in payroll taxes that will come with social security legislation will improve the budgetary position.

The effort to restore excess profits taxes will be a determined one. Realizing the strength of the opposition the proponents of that tax would be satisfied with a rate of 65 per cent. By adopting a postwar base and by allowing normal rates to apply on all profits up to two thirds of the base, wasteful spending would be avoided, they are arguing.

It is difficult enough in wartime to presuppose what are normal and what are abnormal profits. It is even more difficult in a fluid and upset peace economy. When Congress gets down to cases, it might decide that excess profits taxes have no place in a peacetime economy.

That the Federal Reserve has long recognized the difficulty arising from bolstering the government security market while attempting to limit credit expansion, is obvious from the public utterances of its own officials. It has been groping to find a way to support bonds without creating reserves for member banks.

Under present conditions it is necessary to be prepared for the possibility of large-scale additional expenditures. It is obvious that more effective credit control machinery would be required if the public debt should have to be increased. One of the needs of the situation is to have responsibility definitely fixed for policies in the handling of government securities. It would seem that fiscal policies and the public debt should be responsibilities of the Treasury rather than of the monetary authorities. A change of that sort would require legislation. That would be desirable because the consequent hearings and the debate in Con-

gress would acquaint business generally with the elements involved.

These are complex and not widely understood. If the matter is left with the Federal Reserve, machinery should be set up so that money used in support of government



OF NATION'S BUSINESS

bonds is existing money rather than created money as at present. It certainly should not be money that the banking system can expand six times. Bird shot hits all around the bull's-eye. A rifle is needed.

The situation has been complicated further by the increased velocity of the turnover of money. Inflation can be fed without increasing the money supply simply by using money more intensively. More of the money that had been lying idle is being used as more goods become available.

Bank lending expanded less in 1948 than in 1947. This was due to the use of retained earnings by corporations and to the loans extended by insurance companies. When less than 70 per cent of corporate earnings are paid out in dividends it is the signal for internal revenue agents to investigate.

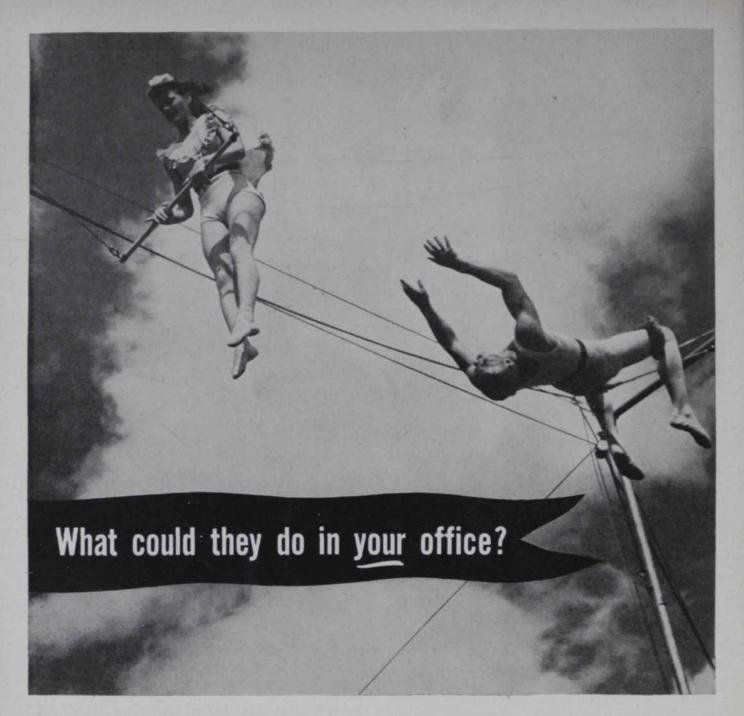
Suggestions that government savings bonds be put on a cost-of-living basis are in no sense realistic. To repay outstanding savings bonds on that basis would cost \$25,000,000,000. It would make it necessary to inflate by another \$25,000,000,000 or to tax the public out of its skin. In the latter case the buying power of the savers would decline through taxation rather than through inflation. To pursue the process would inflict great damage to the economy. Once inflation has occurred, it is in the public interest to write off the destroyed values and start anew because the cures are worse than the disease.

. . .

A notable contribution to the cause of free enterprise is being made by the Committee for Economic Development. Under the impetus provided by Paul Hoffman, a group of outstanding industrialists and business men, employing high-grade professional talent, are conducting open-minded studies of economic policy that point the way to greater economic stability and greater opportunity for all the people.

A decided preference is being shown by the American people for the warmer climates. Industry is showing a similar trend. Electric power consumption has increased more in the Gulf Coast area between New Orleans and Brownsville than in any other section. In second place is the southeast from Virginia, to and including Mississippi. Electric power is a good industrial yardstick.

-PAUL WOOTON



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### **Washington Scenes**

THE first concern of officialdom here is not, as many suspect, politics; it is economics. True, the two are all mixed up and have been ever since the republic was founded. But in this winter of 1949 there is an extraordinary interest in what goes on in the business and financial community.

A depression in the United States once meant hardship and suffering. It meant bread lines and apple peddlers, foreclosures and all the other poignant consequences of a crash.

Today, it is realized, it would mean not only that, but also possible defeat for the United States in its diplomatic war with Soviet Russia. The impact of this, of course, would be world-wide. Conceivably, the global consequences could be as disastrous as those from defeat in a shooting war.

All that the United States is doing to maintain its primacy in the world and to win the peace hinges on a healthy economy at home. The spending of Marshall plan billions to put our European allies on their feet, the plans that are now going ahead to provide these same allies with arms to give them courage, the propaganda that is going out to the world about the merits of the American free-enterprise system—all depend on a continuance of prosperity.

This is fundamental and also fairly obvious. What is noteworthy, as was said at the outset, is the way in which our economy has come to dominate the thinking of government leaders.

#### **Economics a First Concern**

President Truman, it can be said on good authority, devotes more time and thought to the nation's economic health than to any other single problem that he faces. He draws his information from many sources, but primarily from the Council of Economic Advisers, Treasury Department, Federal Reserve Board, Commerce Department and Bureau of the Budget.

The consensus among the economists in these agencies is that there will be no depression in 1949; and no recession, either.

It was this roseate picture in the minds of his advisers that prompted Mr. Truman to say at the beginning of his message to Congress on January 5: "I am happy to report . . . that the state of the Union is good."

Secretary of the Treasury John W. Snyder, the President's closest friend in the Cabinet, reflects the buoyant optimism that pervades the White



OF NATION'S BUSINESS

House. He is convinced as he said in a speech in New York not so long ago, that we have the essential foundation for "an incomparable era of national prosperity."

"In making that statement," Snyder said, "I realize that I am perhaps a little out of order—that it is not in

fashion just now to look at the more optimistic features of the business picture. At this time last year, however, I recall that a recession was also thought to be imminent because of the credit restriction program and the decline in government bonds. Two years ago, the drop of nearly 25 per cent in stock prices was considered a certain forerunner of a business collapse. And last February, when farm prices dropped sharply, business men again shouted: 'This is it!' and rushed for the storm cellars.''

#### **Business Is Cautious**

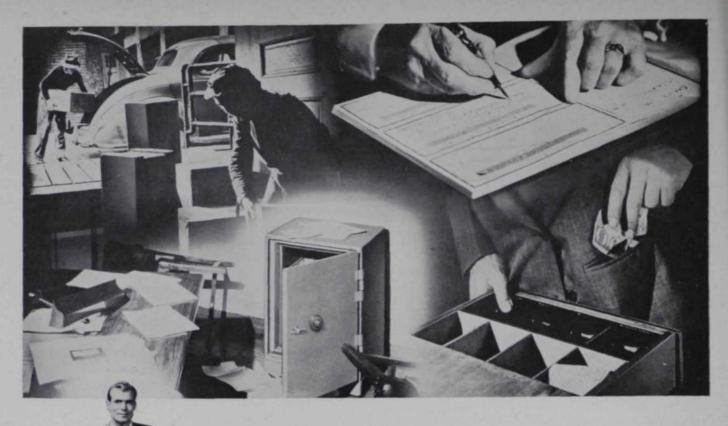
"In one way," Snyder continued, "we can be very thankful for this apprehension. It has had the effect of keeping everyone cautious. It has put a damper on various speculative expansion projects. It is partly responsible for the fact that in our economy today we have little or no evidence of the characteristic unbalanced conditions which typically precede a recession. . . ."

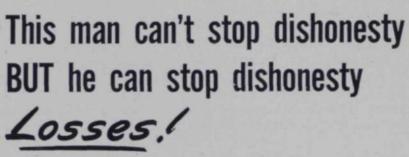
An extended prosperity, as Snyder saw it, could only be achieved by "a policy of moderation—by encouraging a healthy business development while restraining the excesses of overbuying, overborrowing and overexpansion which inevitably would bring on a business depression." He said that this policy of moderation has been and will continue to be the Truman Administration's program.

Those who were shocked by Mr. Truman's message on the State of the Union, with its broadside of proposed reforms and its recommendation of \$4,000,000,000 in additional taxes, doubtless find that word "moderation" hard to swallow.

The tag applied to the Truman program by the Republicans on Capitol Hill is "socialism."

Actually, the great bulk of the Chief Executive's proposals were expected, since he outlined them over and over in the course of the '48 campaign. There was one, however, that was new, and it caused a gasp even in the press gallery. This was point eight, the recommendation that the Government put up its own steel plants if the steel industry refused to accept government loans for





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expansion or otherwise failed to meet the country's needs.

Who sold Mr. Truman on this? The most widely accepted theory was that it was Walter Reuther of the CIO or Sen. Joseph O'Mahoney of Wyoming, both of whom have insisted that the steel industry could do far more than it has been doing in the way of expansion.

Associates of the President deny this and say the idea was born right in the White House. The inside story, they say, is this: For a year or more, letters had been coming into the White House from business men, mostly small manufacturers, complaining that they were not able to get the steel they needed. The writers, in many cases, said that their inability to get steel had forced them to lay off workers.

#### Displeased with Steel

Mr. Truman sent emissaries to the heads of some of the steel companies to talk over the letters reaching his desk, and to ask for cooperation. The response of the steel companies, according to this inside version, was anything but pleasing to the President.

His mind went back to the days when, as chairman of the Truman Committee, he was trying to step up war production. One of the most aggravating shortages then was in aluminum. He recalled how the Government had stepped in and increased the aluminum output by *more than* 3,000,000 pounds a year. With this in mind, he decided to let fly with point eight in his message.

What Mr. Truman's associates emphasize in telling this story is that he acted, not on the suggestion of crackpots on the extreme left, but out of concern for those business men who had written asking for help. He decided, they say, that the shortage of steel, with the consequent lay-offs, was a threat to prosperity.

. . .

Turning to foreign affairs, Mr. Truman sincerely believes that he can bring about a better understanding between the United States and the Soviet Union before he leaves the White House.

This does not mean that there is going to be any change in American foreign policy. Whatever hope exists for a settlement, indeed, is based on a continuation of the present firm policy. In other words, the United States is determined to continue building up its armed forces and to continue, within its means, to strengthen its friends abroad.

What then, it might be asked, was in Mr. Truman's mind when he proposed to send Chief Justice Fred M. Vinson to Moscow for a conference with Premier Joseph Stalin?

It was suspected at the time, and probably rightly so, that the President was attempting a dramatic move to help his campaign for election.

But this, according to men who ought to know,

was only part of the answer. Vinson, they say, was to have emphasized to Stalin that there was to be no change in American foreign policy—that this country was definitely committed to the program that began to take shape when Gen.



OF NATION'S BUSINESS

George C. Marshall took over from James F. Byrnes in the State Department.

Our policymakers, it should be understood, are convinced that Stalin & Co. are laboring under a fantastic misconception with regard to the United States. Chief Justice Vinson's task was to try and clear this up by giving Stalin some of "the facts of life." He was to tell the Russian dictator that his hope of a "boom and bust" cycle in this country was ill-founded, that the United States is far better prepared now to head off a crash than it has been in the past. He was to tell him, further, that the Russian dream of a "revolution" in the United States was ludicrous, and that the Marxian phobia about the inevitability of a capitalist-inspired war was even more ludicrous.

. . .

The Vinson mission, it was hoped, would lay the groundwork for a fresh deal in American-Soviet relations. Former Secretary of State Marshall, for what seemed good reasons at the time, persuaded Mr. Truman to call off the project. Right now, according to insiders, the President has nothing of that kind in mind, but they predict that he will not hesitate to do the unconventional when he thinks the time is ripe.

Mr. Truman's Kansas City statement that "certain" Russian leaders were eager for an understanding with the United States was based on vague and rather unsubstantial information from abroad.

Nobody here doubts that there are differences of opinion among the 14 members of Russia's all-powerful Politburo. It would be strange if there weren't. The fact is that Russian diplomacy has blundered again and again, with the result that she is getting the worst of it in the "cold war."

In the view of our own diplomats, the Russians made a grave blunder when they declared war on the Marshall plan and thereby helped to bring the western European countries together. They blundered again when they imposed their blockade of Berlin thinking to drive us out but overlooking the effectiveness of our air power. But their greatest blunder, it is felt, was their dissipation of the good will they once had over here by tactics that have brought about America's first peacetime draft and produced a tough and determined spirit in her citizenry.

-EDWARD T. FOLLIARD



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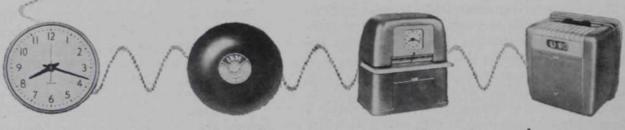
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## Task Force Hoover

By HERBERT COREY

#### SEVEN Presidents have sought more efficient government. Truman may get it

WHEN Tom Heflin was a member of the Senate he was once annoyed by another senator. Something fiscal was under considera-

"The distinguished mem-bah," said Heflin, "seems to regald the innocent act of addition as a form

of felony.'

In one way or another, this complaint has been made for years. Our public servants are generous but they do not do their sums well. They delight in multiplication but subtraction is a pain in the neck. They are not good bookkeepers. Periodically the Government seemed to demonstrate this contention-as when the Army lost

9,000 tanks and never missed them. At any rate, it said nothing.

We have proclaimed that our Government was inefficient, and snickered over stories such as the one told about President Coolidge. When he rang for a stenographer, a lovely and eager girl hastened into his office. He turned his bleak gaze upon her:

"Miss Barnard," he said, "you are a very pretty young woman." A pause. "Exceptionally so." Another pause. "You have a nice figure." He glanced casually at her ankles. She blushed and seemed harassed.

"In fact," he continued, "you are a credit to the White House.

'What a pity that you can't spell.'

Even as we complained, we seemed to accept that the mess was inevitable. We were, we agreed, a lot of husky men and women, with every kind of riches under our hands-forests, gold, silver, iron, meadows, rivers-and we were eager to go out and do things. Every time we opened a jackpot a new game began on the next table. We became the greatest open-handed do-gooders the world has ever seen. Everybody who had a plan to benefit someone, ran to the Government with it and it was \$8 to a snowball that it was adopted.

There never was any over-all plan about it. The machine simply kept getting bigger and noisier

Uncle Sam is up to his elbows in bureaus, divisions and units



year by year. Taxes mounted. More officeholders came to contradict other officeholders. Affairs seemed to be managed by 1,000 little Caesars, all moving in the same general direction, it is true, and all inspired by a determination to do good for someone—not forgetting themselves and their friends—but more or less independent of each other.

Seven Presidents in turn-T.R., Taft, Wilson, Harding, Coolidge, Hoover, F.D.R., found themselves with this machine grinding around them. Each one knew that, at any moment, his pants might be caught in the gears and that it would be his job to pick up the pieces if the machine made a mistake. Each found that he had great powers but little day-to-day authority. Men came to him with papers and said, "Sign here." And he signed. His time was so taken up with 15 minute callers, senators and men with states in their pockets that he must automatically trust those who brought the papers whether he had confidence in them or not.

Since 1902 every President has tried to bring some order, some plan, something more than good intentions into the operations of the Government.

Of the seven, Mr. Hoover probably felt most deeply that the Government had gotten out of hand because he had an orderly mind trained in business methods. But they all felt it.

When Mr. Truman became President, the matter was laid on his step. He had been in business and in politics. He had been in the senatorial and presidential offices long enough to know that something should be done.

"There are," he told Mr. Hoover, "60 different organizations that are required by law to report to me—personally. I don't know what most of them are or what they are doing. I don't know most of the men—not even by name."

Then an extraordinary thing happened on Capitol Hill.

The two major parties agreed unanimously to the appointment of a bipartisan 12 man Commission to examine and prescribe some kind of a cure for the executive third of the Government. Congress and the President did a notably

good job in selecting the members. It is too much to expect a man who has been a partisan all his life to cease by an act of will to think in political terms but it is fair to say that not one of the 12 has been caught at it. Mr. Hoover was made chairman and President Truman gave him unswerving support. Twenty-three "task forces" were formed, made up of experts in governmental affairs, accountants, engineers and the like. Their business has been to examine the affairs of the departments headed by Cabinet members and of several major agencies. The regulatory agencies, such as the SEC, the ICC and others which are responsible to Congress and not part of the executive establishments are not included in the inquiry.

#### Action due on reports

THE task forces have now reported to the Commission. Some of the reports have been published. Some may never be, but they will be available to congressmen who wish to study them. From the task force studies the Commission will draw up its own report for Congress and, presumably, indicate courses of action which seem to it to be necessary. Its suggestions can be followed in any of three ways:

First, some proposed changes would require new legislation by Congress. For example, the Commission will recommend drastic changes in the Post Office Department. These can only be made by amending the laws governing that department.

Second, something can be accomplished by executive order, since the President already has authority to make changes in many sections of the federal establishment accountable to him.

Third, Congress may pass a reorganization act comparable to the one that expired last spring. Under such a law the President could submit reorganization proposals to Congress. They would become effective automatically in 60 days unless both houses acted to set them aside.

The reports of the task forces have been comprehensive. They have gone into the field as well as the offices. Their criticisms have in some instances been cutting, but never politically shaded. These reports, condensed for use of the Commission, include recommendations for the improvement of services.

Although it has been intimated that elimination of duplication and (Continued on page 84)



Better government, not lower taxes, is the primary aim

## FIRST STEPS OF A NEW NATION

#### By BLAKE CLARK

HE BIRTH of the Philippine republic July 4, 1946, marked the first time in history that a great power had given lessons in self-rule to a conquered people and then voluntarily set them free.

On a recent stay in the islands, I found the citizens of the fledgling republic grateful to the United States for granting them independence but won-

dering whether they were ready for it. Rising literally from dust and ruins, the young nation faces the prospect that it may be too weak, poverty-stricken and untrained to steer its own ship of state.

The Filipinos' struggle has grim significance. Within 2,000 miles of Manila—only a few hours' plane ride—dwell half the world's people, the more

underprivileged and restless half, groping for a destiny. The Filipinos have set a course following democracy. They are the Americans of the Orient. Their success or failure in self-government can make a crucial difference in their neighbors in both homispheres

both hemispheres.

The president of the new republic is 57 year old Elpidio Quirino, a prison warden's son who struggled up from a lowly barrio to Malacanan Palace. Elected vice president in 1946, he stepped into his present office after Manuel Roxas' fatal heart attack last April 15. The people feel a deep personal sympathy for Quirino because of his harrowing wartime experiences which reflect the anguish borne in some degree by almost every Filipino family. At the beginning of the war, the Japanese threw

him into the infamous Fort Santiago prison and during the fight for Manila machine-gunned and killed his wife and three of his five children.

The Government recently surprised everyone by balancing the budget. The previous year's budget had to be fortified by a \$60,000,000 loan obtained from our Reconstruction Finance Corporation at  $2\frac{1}{2}$  per cent, payable in five years. But the better than \$125,000,000 governmental expenses from July 1,1947, to June 30,1948, were met completely by revenue from Philippine sources.

The secret of success was that for the first time in history they effectively gathered in the taxes, greatly increasing the staff of collectors and sending them throughout the provinces. Thousands of checks in surprisingly large amounts, frequently from unexpected sources, fluttered in daily, tripling collections and squaring accounts.

Quirino's chief headache is the "Huks," out-

standing symbol of Filipino social unrest. This large group of farmers, former guerrillas, were using left-over carbines and captured Japanese rifles to back up long-ignored demands for land reforms. Quirino accepted the Huk leader, Communist Luis Taruc, into the House of Representatives, to which he had been elected but denied a seat on allegations of vote fraud. Then he further guaranteed to back up a double-barreled Huk demand, to enforce a policy of better contracts for tenant farmers and redistribution of large estates.

But the Huks refused to surrender their arms, and sporadic fighting continues. These uprisings dramatize a pressing national problem. The Huks are vic-

WHEN the Filipinos obtained their independence a few years ago many wondered what they'd do. Self-rule brings its own problems

tims of a vicious circle of tenant-farming practices which is fast tightening into a noose. Redistribution of land will not solve the problem for there is available only four hectares to each family in the area and it takes eight for their support. The only permanent solution seems to be eventual large-scale resettlement on potentially rich Mindanao.

A common complaint here is that the government is graft-ridden. Whether it is a tip of a few pesos given grudgingly to the man who issues you a driver's license or a few thousand to clinch a big deal in surplus property, bribery is all too prevalent. The man in the street accepts the idea that some petty corruption is inevitable in a country where minor officials are so inadequately recompensed—police get \$50 a month—that they depend in part upon gratuities for food and shelter. But he is outraged by the present situation.

One source of the confidence in facing the future

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that I found all over the Philippines lies in the great archipelago itself. More than half of the total land area, better than 43,000,000 acres, is thickly forested with no fewer than 1,000 different varieties of commercially valuable hardwood—one of the world's last great stands of virgin timber. Some trees grow 250 feet tall and are so tremendous in girth that a single round cross-section provides the top for a dining table large enough to seat 20 people.

No one can even guess how much wealth lies hidden in the mineral-laden mountain regions, many of which are unexplored. Several years ago, "Judge" John Haussermann, a Manila lawyer, as payment for a debt acquired some mining claims near Baguio. Against the advice of experts, he sank a shaft, invested every cent he had—and struck it rich! His bonanza touched off a digging spree. By 1940 eager miners were bringing up gold and silver worth \$32,000,000 a year. During the past 12 months, more new valuable mineral deposits have been discovered than in the last six years of prewar prospecting. In

#### THE Philippine Republic is showing the world what a free people can do if given a chance. Technical skills and money are still needed

western Luzon, the Filipinos have one of the world's greatest deposits of chrome, and in northern Mindanao lies a vast reserve of billions of tons of low-grade iron ore. Right now they are feverishly burrowing for oil.

The Filipinos, unfortunately, do not have the money or the techniques required to develop their own rich resources. For this reason, islanders feel that there is great opportunity in their country for certain types of Americans. Recently, as an inducement, they amended their constitution in order to grant Americans equal rights with Philippine citizens themselves to acquire and develop natural resources and to operate public utilities.

They want Americans like Pete Miles, who is running a sawmill on Palawan, a southern island. Miles, a freckled, bull-throated bachelor of 44, spent six months getting out his first 800 meter load of apitong, a sturdy wood used for posts and beams. It netted him \$2,400. His next load of 1,000 meters was cut and delivered in half the time and brought \$3,500. By the end of the year, he was making that much each month.

Miles' island, 50 miles wide and as long as the state of California, is a pioneer's paradise. It abounds not only in *apitong* but also in *ipil*, an expensive, ant-proof hardwood so nearly indestructible that it is still found unmarred in some Spanish buildings 450 years old. Specifications for every bridge and government building call for it. The Filipinos say that the local market cannot be fully supplied for years to come.

Another favorite American is John D. Hardie, a

vigorous, balding man of 40 who operates an 880 acre modern dairy in the hills 13 miles above Manila. During his Army duty in the islands, Hardie's dairyman soul was shocked by the scarcity of milk. Each morning 1,250,000 people in Manila were offered 180 gallons of fresh milk! A glass of milk in a restaurant cost 50 cents.

At war's end, Hardie sold his California farm, bought a selected herd of 23 cows, 17 calves and two bulls, and transported them across the ocean. After nearly two years, he is convinced that the many dairies which failed before him did so only because they were not scientifically run. Land and labor are cheaper than in California, feed prices are about the same. He is increasing his herd to twice its present size and expects to clear \$75,000 in four years. Many more dairymen are needed immediately, and eventually thousands throughout the islands should be building up the health of the islanders and their own personal fortunes.

Approving Filipinos are watching a crew of agri-

cultural experts of the California Packing Company show what can be done in fertile Philippine soil. Some years before the war, this scientific team of plant pathologists, chemists and field men set out experimental crops of pineapple from one end of the archipelago to the other. Those in the rich soil of Bukidnon province in Mindanao flourished best. Today, the 1948 pack is up to 1,000,000 cases, a golden sweet nugget worth \$3,000,000.

Perhaps the most popular American in Manila is an energetic, 50 year old Honoluluan named Chester Clarke. A successful contractor and manufacturer of readymix concrete, Clarke sold 60 per cent of his business to a group of Filipinos, retaining 40 per cent and the managing directorship.

On his first contract, to build 19 miles of city streets, Clarke underbid his nearest competitor by 500,000 pesos, \$250,000. He is laying the best streets ever seen in this part of the world, using superior materials at lower cost and doing it faster than such work had ever been done here.

The Government recently retained experts of the H. E. Beyster Corporation of Detroit to survey possibilities for local manufacturing. After thorough investigation of raw materials, labor supply and market, they described more than 25 hitherto neglected golden opportunities.

A plywood manufacturer, they estimate, can set up a plant and get 14 per cent return on his money. A small paint factory, an iron foundry, an aluminum utensil plant, a pulp paper mill, a 50,000 ton steel mill and any number of furniture factories are among the enterprises which these experts declare will richly repay men equipped with the all-important technical skill.

Militarily, to defend their country, I found Filipinos are doing all they can themselves, while counting heavily on us in case of emergency. A mutual assistance pact links their general defense plans with ours. In return for aid and equipment, we have a 99 year lease on one important concentration of adjoining air and ground force bases, and two naval bases, all on Luzon, and nine minor auxiliary installations in various parts of the islands.

The Filipinos told me over and over again, however, that their ultimate hope for peace lies in the success of the United Nations. Their U.N. representative, Carlos P. Romulo, has distinguished him-

(Continued on page 79)

### **Dirt Will Tell Your Fortune**

By J. D. RATCLIFF

WE LOVE our soil, or hate it; live by it and die for it. And, say the soil scientists, we are all pretty much what our soil makes us.

The Vermont farmer scowls at the shiftless Alabama sharecropper. But if his grandfather had settled in Alabama he would probably be in the same spot himselfwearing tattered overalls, scratching his hams, and kicking hogs off a sagging porch.

We have heard a great deal about what man has done to the soil-how he has misused it, despoiled it. But we have heard almost nothing of what soil has done -and is doing-to man himself. The dirt under our feet influences us in a hundred subtle ways. It influences character, body build, mental processes. To a degree, it even determines how we vote!

The northeast is notoriously conservative, the West generally liberal. Perfectly understandable. say the soil scientists. A New Eng-



THE rough, hardy soil of New England is reflected in the self-sufficiency and conservatism of the area's people

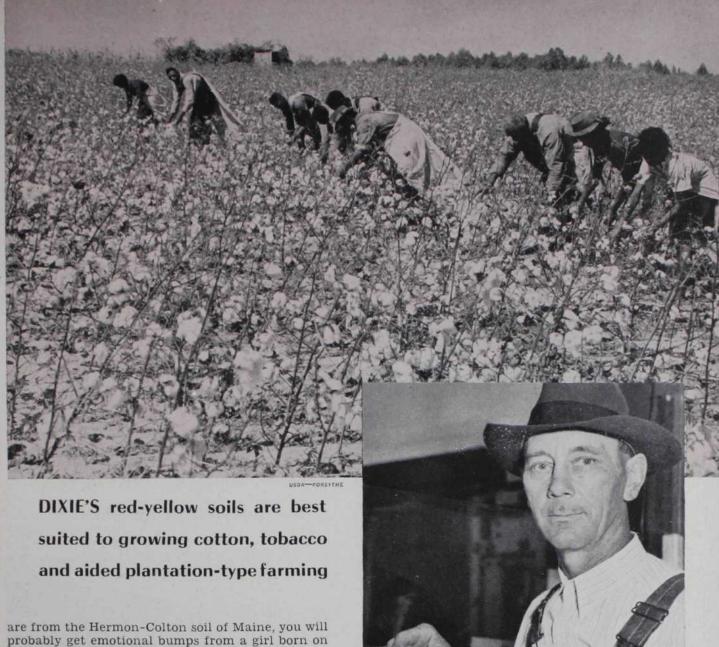
land farm has soil which, when cultivated, grows anything. This leads to self-sufficiency, and selfsufficiency leads to conservatism. Meanwhile, prairie soil produces only one crop: wheat. Farmers there have to cooperate or die-and cooperation pushes to the political left. The soil scientist, therefore, expects Nebraska to produce men like the late George Norris, great proponent of public power; and is not surprised to find that Vladimir Ilyich Lenin, leader of the Russian revolution, was born in Ulianovsk, a grain-belt province with soil much like that in our own West.

Dr. Charles E. Kellogg, head of the Department of Agriculture's Soil Survey, has done more than anyone else in tracing these subtle influences that soil has on man. One of the world's top soil scientists —he has been adviser to the Belgian, French, and other governments-he has a striking point to make about the Civil War. The line surveyed by Charles Mason and Jeremiah Dixon is generally regarded as the boundary between North and South. A soil map is a far better guide, Kellogg contends.

another, an emotional explosion is apt to follow. This happened in the settling of our own West. It was the Wild West until people became adjusted to a new soil. Then six-guns were put away. This discontent with alien soils is expressed in many ways. The unhappy southerner is a fixture in New York bars; the grousing easterner part of the furniture in California bistros. Even in the matter of marriage, say the scientists, it isn't a bad idea to consult a soil map when choosing a wife. If you IOWA'S Tama silt loam is good for 70 bushels of corn per acre; like her crops, her men come big

Where the brown forest soils of the North dipped into the red-yellow soils of the South, Lincoln got recruits. Thus, West Virginia, which has northerntype soil, split away from its parent state to join the Union. A finger of northern soil dips down through eastern Tennessee-and people in this area petitioned the northern Congress for admission into the Union. This same finger of brown soil continues on into northern Georgia-and the people who lived on it tried to secede from the Confederacy. Where the red southern soils pushed northward, the story was reversed. Missouri is a good case in point. With half northern and half southern soil, this state was split wide open.

Kellogg, an amiable and garrulous philosopher as well as a scientist, finds dozens of instances where soil has influenced our national history. Whenever large masses of people move from one soil type to



are from the Hermon-Colton soil of Maine, you will probably get emotional bumps from a girl born on the Zita-Pullman soil of the Texas Panhandle. Things might work out more smoothly with the girl from the similar soil—say the Gloucester-Plymouth across the state line in New Hampshire.

This discontent with another person's soil sometimes reaches striking proportions. We speak of the terrifying desert, the mysterious jungle. Yet these places aren't at all strange to those who live there. A Bedouin, in fact, would probably be alarmed by an Iowa juke joint; a New Guinea head-hunter frightened out of his wits by a Manhattan subway. Even in the matter of music, soil exerts its influence. The mountaineers of Albania and Kentucky have much the same music. The plaintive wails of the Nebraska plainsman would be familiar and pleasing to the ears of the wheat farmer on the Russian steppes, or the Argentine pampas.

Soil even plays a part in determining body shape. Where calcium and phosphorus are lacking, human beings tend to conserve these bone-building minerals. Thus, the people of India are smaller than the people of Sweden; the Japs are smaller than Texans. Where iodine is lacking in the soil, the thyroid of the neck swells in an effort to utilize every scrap of the chemical available. This happens in

the Himalayas and natives refer contemptuously to outsiders as "Little Necks."

Since soil goes such a long way in determining what we are and how we behave, let's have a closer look at it.

We regard it as a dead, inert stuff. Actually, it is miraculously alive. It is the bridge between the dead rocks and all living material—plants, animals, man. The soil itself teems with life. A fleck of dirt the size of a pencil eraser may contain more than 2,000,000,000 microbes—more than there are people on earth. The soil supports an incredible variety of micro-fauna: worms, ants, centipedes. It is the scene of chemical reactions more intricate than any performed in laboratories. It changes from month to month, day to day, and even minute to minute.

Creation of the thin skin of topsoil which keeps

the human race alive is the supreme miracle of the universe. A river at flood stage may lay down a foot of topsoil in an hour's time. On the other hand, it may take 10,000,000 to build a foot of soil, on the slopes of a mountain.

In general, the process of soil formation is simply that of making little ones out of big ones—the earth started, remember, as a chunk of molten rock. Dozens of forces are constantly at work weathering rock into soil. The sun heats rocks, chill night winds cool them and they crack. Winter rain enters crevices, freezes, pries smaller pieces apart. Rain dissolves carbon dioxide from the air to make carbonic acid—which eats away rock particles.

Trees and other plants act as pumps. Their roots suck mineral nourishment from rocks below the surface, and incorporate this in leaves and trunks. When plants die, they leave these minerals on the

surface—making a considerable contribution to soil fertility. In the tropics, plants may contribute as much as 90 tons of humus a year to the soil—in arid regions it may be no more than a few pounds. The rich, black soils of the prairie states represent the accumulated rot of grasses that have grown in these areas tens of thousands of years.

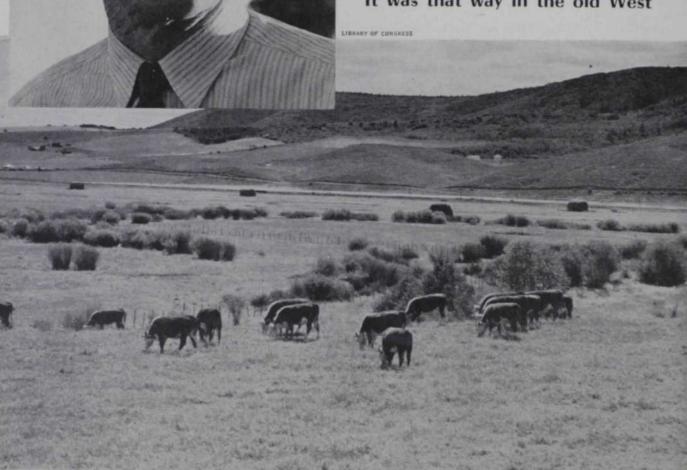
Similarly, microbes make their contribution to soil fertility. Some of them extract nitrogen from the air, incorporate it in their tissues and leave this valuable fertilizer in the ground when they die.

While the process of soil formation has been quite well understood for some time, the soil itself remained an enigma. Thoughtful men studied the stars, invented mathematics, probed biological function—but let the soil which supported them severely alone. Almost nothing was known of its inner mechanics until quite recently. To be sure, the first farmers—and agriculture is as old as civilization—had a certain crude fact to work with. They knew that manure helped crops along, and that land allowed to lie fallow was more productive. The Greeks and Romans wrote knowingly about these things—indicating that there was nothing very new or exciting about them 2,000 years ago.

Yet, for years it was seriously proposed that crops ate soil. Jean van Helmont, seventeenth century Dutch scientist, scotched this one. He carefully weighed soil in a tub, then planted a tree in it. By the end of five years, the tree was head-high,

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WHEN people of one soil move to another, emotions often explode. It was that way in the old West



### "Every Man Would Be a Poet Gladly"

By C. LESTER WALKER

SOME 15 years ago in a Kansas City radio station a young sports reporter named F. Alden Russell was just coming off the air when the manager shoved him back on

"There's a blank in the program," the manager explained. "You go on again. Just read from this book."

The reporter looked at the book and was dismayed. It was a book of poetry! He groaned inwardly. After this performance—a sports reporter babbling verses on the air!-he might as well abandon radio.

"Don't give my right name," he snarled to the announcer at the end, and bolted for the manager's office. There he expostulated: "But Americans don't like poetry. Ev-

erybody knows that!'

Next day he was treated to a rude, if pleasant, surprise, "Everybody" was, apparently, wrong. The widely held notion that Americans didn't like poetry was evidently nonsense. The proof was here and overwhelming. The station was flooded with the biggest mail in months, and all the letters said:

"Give us more of that man reading poetry. Give us more of Ted Malone."

Ted Malone was the name the announcer had invented for him.

Shortly, its owner, a short, roundish, quite unpoetical-looking fellow, was on the air over 204 stations and Hawaii, reading verses to the biggest poetry-listening audience in history. And he's still on.

He once offered over the air to buy a poem a day for \$10, and next morning received 21,000 originals.

Each year he receives some 350,-000 such from Americans-the people who "don't like" poetry.

As might be expected, Malone developed an unusual insight into Americans-into what kind of folks they really are. From the poems they wrote, or from the verse they asked for, Malone John Taylor-1653

learned things about his fellow citizens that the pollsters and researchers had never run down.

For one thing, he knows that it is not true that the only Americans who like poetry are the "highly educated" few or the "literati." The people interested in poetry, he has found, include all kinds, Americans in all walks of life.

"I like Edgar Guest's 'Home' best, if you don't mind," a sand hog from the East River bottom said to him one day. And the West Coast shipping and automobile magnate. Henry Kaiser, wrote him: "For me poetry taps the wellspring of imag-

"The lovely snow"; "the dewy morn"; "The bird upon the bough." In public you insist it's corn, In private, it's a wow. For you, and you, and you, and you, If but the truth were known, At heart you all are poets, too-For proof, see Ted Malone.

ination and vision, and I use it frequently." Kaiser, Malone knows, likes Tennyson and frequently has begun his public speeches with the famous prophetic lines from "Locksley Hall":

For I dipped into the future, far as human eye could see,

Saw the Vision of the world, and all the wonder that could be:

Saw the heavens full with com-

merce, argosies of magic sails, Pilots of the purple twilight, dropping down with costly bales:

Heard the heavens fill with shouting, and there rained a ghastly dew

From the nations' airy navies grappling in the central blue.

There is also the vice president of the Bethlehem Steel Company who keeps copies of an "inspirational" poem pasted in all his hats; and the cops in Newark, N. J., who listened in their prowl car; and the waiter at Hollywood's Brown Derby

A frequent guest speaker at men's luncheon clubs, Malone has often opened his talks with the request: "Now, gentlemen, will you all, please, put your wallets on the table."

There are always covert and baffled glances at this-but the wallets come out. Then the guest speaker points an accusatory fin-

"Now all of you dig out that poem you have tucked away there.'

How many of the wallets have poems in them? More than half! Most of them are of the morale-

Another American favorite among poems for wallet-carrying is one called "Work."

Work!

Thank God for the might of it, The ardor, the urge, the delight of it-

Work that springs from the heart's desire,

Setting the brain and the soul on fire-

Oh, what is so good as the heat of it, And what is so glad as the beat of it. And what is so kind as the stern command.





In labor rows when tempers burned And troubles filled his soul, Van Waggoner to poems turned, And kept his self-control.

Marlene admits, when times were tough When strength and hope were gone, In Kipling's "If" she found the stuff, Which made her dare hang on.

restaurant, who told Malone one of his fondest wishes was to hear Joaquin Miller's "Columbus" recited over the air.

The good mate said: "Now must we pray,

For lo! the very stars are gone. Brave Adm'r'l, speak! What shall I say?"

"Why, say: 'Sail on! sail on! and

Another Malone discovery is that a surprising number of Americans carry poems around with themon their persons—all the time.

builder type, "inspirational." Their most frequent theme is "Never say die-fight on!" For instance, one poem which is often pulled out from between the old calling cards and the monthly commutation ticket is lines from the old Northumberland ballad about that doughty old scrapper, Sir Andrew Barton.

"Fight on, my men," said Sir Andrew Barton.

"I am hurt, but I am not slain.

"I'll lay me down and bleed a while, "And then I'll rise and fight again."

Challenging brain and heart and hand?

But the most frequently carriedaround verses of all, among Americans at least, are those of Kipling's

About this poem, Malone says, a book could be written-the way every taxicab driver can quote it, the way the governor of almost every state has at one time or another declared it his favorite.

"I had occasion to recall this poem," former Governor of Michigan Murray D. Van Waggoner,

now American military governor of Germany, told Malone one day. "For one solid week while I was settling the Ford strike as chief mediator between the company and the CIO—especially that part of the poem—'If you can keep your head while all about you are losing theirs and blaming it on you...."

When Jack Dempsey smashed Gene Tunney to the floor in one of their fights, Tunney, struggling to rise, heard, he has said, spurring him on, the lines of "If" beating through his brain. ing in Berlin. She went to beg bread at a food depot, and while standing in line spotted a framed picture in a pile of debris near by. It was "If." Its lines, she says, banished her despair.

Most American women, however, don't go strongly for "fight on" poems. Instead, they are rather Victorian in their tastes, and prefer poems about romance and, especially, unrequited love. And the more unrequited the better, apparently. A poem about a hopeless love affair gone to smash is a sure crowd pleaser.

icans sit down and write is an accurate indicator in other fields. He could, he says, lock himself up for a month, see no newspapers, read only the poetry that Americans write, and quite successfully write the headlines. Apparently whatever is going on in the world gets put into verse by some American somewhere.

Paeans of praise came in for Governor Dewey and President Truman during pre-election weeks. Hundreds of poems have been written on the subject of the United Nations. Hundreds more are turned



In school, at graduation time,
With lessons in arrears,
Then Eddie Cantor hammed a rhyme
And passed—through teacher's tears.



HARRIS & EWING

When Henry Kaiser's faint of heart,
And difficulties rise,
He reads from "Locksley Hall" and starts
Another enterprise.

If you can force your heart and nerve and sinew

To serve your turn long after they are gone,

And so hold on when there is nothing in you

Except the Will which says to them: "Hold on!"

Marlene Dietrich has seven copies of "If" in her home. "That poem pulled me through the worst days of my life," she once wrote Malone. Her father had been killed on the Russian front in World War I, and she was penniless and stary-

The youngsters also go for poems about the love that failed. Indicating how sentimental a people are Americans, next come originals on children, mother, family, dogs. But these themes can't compare with love-trouble to stir up the poetry-writing urge in the young American breast.

"In fact," Malone asserts, "I can tell you how the love life of Americans is going at any given time, without any need of surveys, analyses or Kinsey reports."

By the same token, Malone has found that the poetry which Amer-

out in rhyme about the Russian situation. Interestingly enough, the majority of these poem writers advise: "Let the Russian bear alone, lest he rip us to the bone." Others—opposite minded—have sent in Kipling's unflattering words about the "bear that walks like a man."

During the war Malone needed no map to keep track of our fighting forces and how they were doing. He just followed the poetry contributions that arrived. Every new battle produced its own poems. Guadalcanal and Iwo Jima brought

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# Waste of Body

AS obsolete as kerosene lamps and often as inhumane as a whipping post, most poorhouses are challenges to a community

T WAS literally over the hillson a dirt road-to the poorhouse in a half-suburban, half-rural county of an eastern state. The farmer-superintendent with whom I talked for a little while before I entered the century-old building told me no bedridden were accepted. I was, therefore, surprised to see an old man eating dinner in

"Why are you laid up today?" I asked him. "Have you a cold?"

The man smiled wryly. "I ain't been up for two years. I have the rheumatiz that bad. Can't sit up, neither-have some growth."

My heart ached for his aches. There was no equipment to alleviate them. He was eating propped on his elbow. The one pillow was soiled, flat and tiny. The mattress was sagging. On a battered night stand stood a tin can serving as a urinal. Nor was there any real medical or nursing care of the kind he needed. The matron's only qualification for her job was that she was the superintendent's wife. A doctor was not in regular attendance, merely on call; with the assurance of the ignorant, the matron informed me she "knew when somebody was sick enough to send for him." To her and the superintendent, apparently, a chronic arthritic with hemorrhoids adding to his anguish did not come under the heading of sick or bed-

Residents able to be up and about were not much better off. They ate on backless benches in a cheerless basement dining room. The only living room space was a bare-floored hallway lined with straight wooden benches chairs; outdoors, on the grounds, was no furniture on which old bones could rest in the sunshine. Grimy, cracked walls were pictureless and curtainless, and I did not see a magazine, a game, or a tool for a hobby.

The whole dismal place was an almost exact reproduction of dozens of other county farms I visited and hundreds on which I read surveys, in many states. Variously called poorhouses, almshouses, county homes or infirmaries, they are as obsolete as kerosene lamps; as inhumane as whipping posts; and as inefficient in serving their purpose, today, as it would be to use Paul Revere instead of Western Union.

Consider, for instance, their outmoded economics. Originally county farms were established as places where the indigent ablebodied could earn their keep and produce the food they needed. Today, however, thanks to old-age assistance that helps people to stay outside institutional walls, half-empty almshouses contain only the infirm in mind or body, the handicapped or feeble. Practically none of them is able to work with the modern farm machinery that makes farming pay off nowadays. An Indiana study of 55 county homes revealed that the combined farm labor of residents -much of this, at that, gardening, lawn or other handworkequalled no more than three fourths of a year of the work of one able-bodied man per farm! "It is my opinion," states A. S. Thomas, director of the Tax and Legislative Department of the Indiana Farm Bureau, "with the change in the character of the inmates and the conditions pertaining to the farm it would be good business for the county commissioners to dispose of most of the acreage now held as county farms." And, according to the American Public Welfare Association: "It has been the almost universal experience the country over that county farm operations have been a losing proposition ever since the old-age assistance program took the more able-bodied inmates out of county farms."

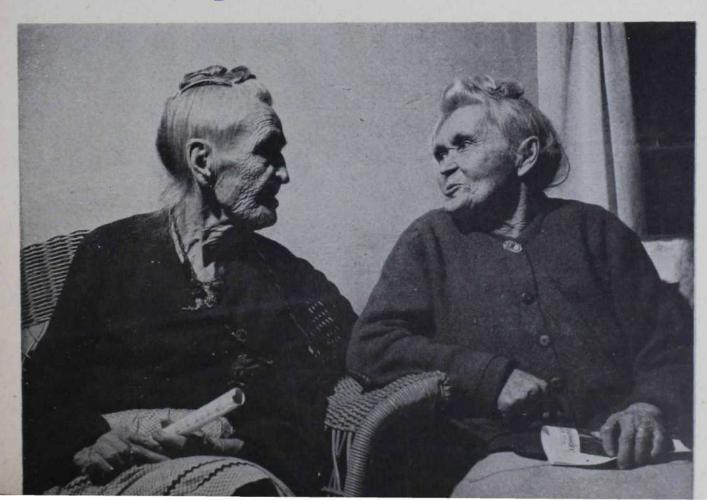
#### Costs are little known

COST accounting on county homes is, to put it mildly, often sketchy. The superintendent of a sizable one in the southwest had been a former farmer and tractor operator for the county highway department, with no experience in institutional accounting or anything more complicated than maintaining a payroll record for a highway construction job. The only records he kept were a copy of the monthly payroll and county purchase orders. There was no account of farm operations; no consideration of commodities, produced or bought, as assets; nothing from which unit costs or per capita operation could be calculated.

An eastern county almshouse cost taxpayers \$12,000 a year. \$1,000 per resident—enough to provide some decent care and comfort. Yet residents had no change of clothing, even sleeping in what they wore all day. A feeble-minded woman lived among men in a building unsupervised at night. Meals were eaten in the basement beside an unscreened furnace. One man lived in a windowless basement room designed as a storage closet. In the 200 year old building, badly in need of repair, was the stench of ages. It was impossible to find out where the money went.

Even where there may be better bookkeeping, county farms have hidden costs. Their land is tax exempt. All or part of their food produce is not sold on the open market. Some have as few as five or six residents and consequently, because of overhead, absurdly high per capita costs. Despite such common stinting as provision of only two meals a day, inadequate heating and lighting, antiquated

# and Spirit by EDITH M. STERN



and unsanitary cooking, plumbing, and refrigerating equipment, and the complete absence of any of the little comforts that make life worth living, county farms are expensive!

In terms of people, their glaring anachronisms are even more shocking than in terms of money. Almost never are there case records, important in welfare work as financial records are in business. There was no kind of human bookkeeping at any county farm I visited; in one, about which I read, no one even knew the number of residents. Only the exceptional county home requires a physical examination upon admission; none of which I have personal knowledge give regular physical examinations thereafter; so if a resident has an infectious disease like syphilis or tuberculosis, or one demanding a special diet, like diabetes or nephritis, nobody knows or cares.

As for social records, the data that give life history, family connections, education, previous occupation and the like seem to be nil. "Sometimes I don't even know their ages," several matrons told me. Occasionally a matron chatted to me about her charges' families—"A shame, isn't it, that that nice old man's children won't take care of him" or "She has a sister some-

where." Once in a while I could learn "what he did before he was here." But I found no evidence of the systematic kind of investigation provenly effective in helping relatives to help their own or in rehabilitating dependents and helping them to become employable again—both important ways of increasing human happiness as well as decreasing taxpayers' burdens.

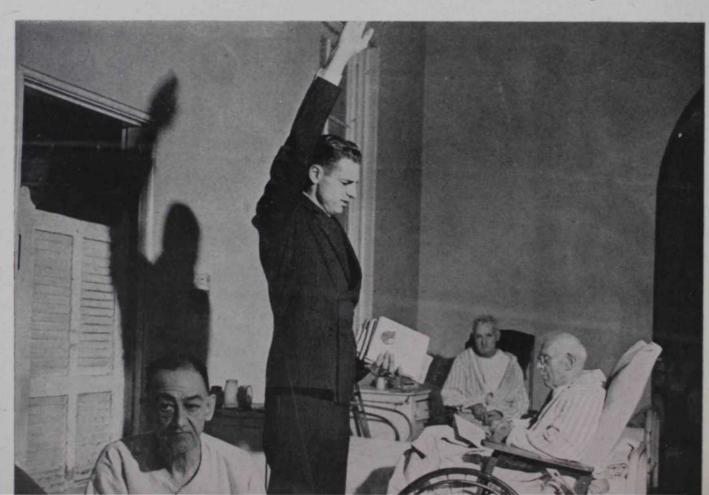
#### Admittance not uniform

GENERALLY, "intake policy"that is, who shall be admitted to the county farm and why-is as antiquated and haphazard as record keeping and consists largely of dumping and forgetting anyone who apparently can't live on his own. A county farm in a border state is a typical desolate catch-all for human misery; nearly every one of its 27 wretched residents needs more specialized care than an elderly superintendent and his well-meaning but untrained wife can give them. About half a dozen are feeble-minded; they should be in the special state institution for mental deficients. A handsome old man, the matron told me, is "strong as an ox but not right in the head since he had been in an accident." He, of course, should be in a state mental hospital. So should the senile old lady whose filthy personal habits the matron handles with patience, though entirely without the skill of a psychiatric nurse who could bring them under better control. The mentally normal, gray-faced patient who "has something wrong with his heart" and lies in bed, day and night, in a bleak combination sitting room and dormitory he shares with the mentally abnormal, ought certainly to have regular medical and nursing care, not to mention more pleasant surroundings. But most pitiful, most needlessly suffering of all the residents is Annie, a 48 year old epileptic.

Unmistakably terrified by "those fits of Annie's" the matron keeps her locked in her room-a small, barren place with an uncovered radiator. Annie has a burn on her leg that has not healed for eight months, because, the matron explained sympathetically, she is always hitting it again when she falls in one of her seizures. It had not occurred to the matron to stop confining Annie or to cover the radiator. Worse, Annie isn't getting any kind of medication. "There's nothing can be done for those fits," the matron told me decisively, despite the fact that today modern medication can eliminate seizures for

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### Singing services may give the old folks renewed interest in living





### There's a Hue for You, Too

By STANLEY FRANK

NATION-WIDE survey completed last October probably touched off a wave of raucous belly laughs among old-fashioned sales managers. The Lustron Corporation of Columbus, Ohio, which this year plans to produce 45,000 factory-built houses of porcelain-

enamel on steel panels, polled more than 3,000 prospective buyers to determine the colors they preferred on the exterior and interior. The survey was an elaborate affair that consumed an hour for each interview. It featured a plastic model of the five-room house with ingenious slots for inserting strips of cardboard so that purchasers could test and blend colors on walls, trimmings and fixtures. The choices were tabulated carefully according to age, income and regional groups.

Many old-fashioned sales managers regarded the survey as another example of fancy foolishness dreamed up by "half-baked ex-

COMPANIES in many fields are learning that intelligent use of color can help as a means of hitting the business jackpot

> in America today, they argued, is the need for new housing, isn't it? O.K. If the price is right—the Lustron houses will sell for about \$8,000 the customers will come a-running with money clutched in their hot, eager fists whether the houses are painted purple or orange. Why go to all the trouble and expense of sampling a sure-fire product? That's the sort of thinking that turns the o.-f. boys into television fans or ardent stamp collectors, which are euphemisms for unemployment.

The principles governing the psychological and industrial uses of color were known thousands of years before assembly lines were perts." The most serious shortage developed or psychiatrists discov-

ered the couch. As early as 4000 B. C. the Egyptians, who built their homes without windows to eliminate the brutal glare of the sun in the Nile Valley, used strong interior colors to brighten their rooms and promote cool, soothing effects. In the Middle Ages, suicides

from the Blackfriar's Bridge in London were cut by one-third when the dingy black structure was painted a bright green. Lord Nelson painted the decks of his warships red to reduce the psychological impact of blood from casualties during battle.

Color is one of the few measurable experiences common to everyone but the color-blind. (A surprising seven per cent among men, but only one half of one per cent among women. Characteristically, the first tests for color-blindness were made by John Dalton, a famous chemist, who wore the scarlet gown of a Doctor of Civil Laws at Oxford University in the delusion that it matched the evergreen trees

on the campus.) There is scarcely a merchandising field in which intelligent use of color cannot be applied to advantage, yet no simple fact of business life has been ignored and/or abused so flagrantly.

The list of companies that have put color to work for them with spectacular results is longer than the Republican membership in Westchester County. Until two years ago, Cities Service gas pumps were white with a black trim. The black was changed to green and a touch of red was added to hightest Ethyl pumps. Cities Service is the authority for the statement that gas sales increased 20 per cent and the consumption of Ethyl jumped as high as 50 per cent.

#### Color sells pens, too

BACK in 1924, colorful plastics were introduced to the Sheaffer fountain pen line. There was a 50 per cent increase in volume and the old, familiar blacks and reds accounted for only ten per cent. When parcel lockers in railroad stations were changed from black and dark green to aluminum, co-

balt blue and ivory, there was a 250 per cent rise in the flood of dimes deposited. Similarly, a drab, green telephone booth in the Chambers Street station of New York's Eighth Avenue subway was repainted a bright red. Revenue skyrocketed so that three more booths had to be added and a site which had been returning \$100 a month brought in \$600 a month. When frozen foods first were put on the market packaged in "frigid" pastels with Arctic designs, the products did not catch on with housewives until warm colors were added suggestive of the re-heated food's appetizing appearance.

There is nothing particularly mysterious or technical in hitting upon the most effective colors or combinations that will produce a specific customer reaction. Envision, if you will, a wheel with ten spokes-five for the principal colors interspersed with spokes that are blends of the adjacent hues. The spokes are arranged in this clockwise fashion: red, yellow-red, yellow, yellow-green, green, bluegreen, blue, purple-blue, purple and red-purple.

When an oil company changed its pump colors, sales went up ated with courage and physical

Now then. A simple and widely used principle is called the Harmony of Contrasting Colors, In other words, opposite spokes on the color wheel complement and intensify each other, as in red and blue-green, blue and yellow-red. Such contrasts should be used when the big idea is to attract attention to billboards, outdoor summer furniture, cut-rate merchandise and the like. They should be applied in maximum intensities, however, only to objects of temporary interest. Strong contrasts tire the eyes and induce fatigue.

### Pleasing colors

THE Harmony of Analogous Colors is more pleasing and esthetic. This involves a combination of colors that are adjacent on the wheel -yellow and green, for example. Such arrangement makes the colors look as though they belong together, as they do scientifically. It is extremely satisfactory when utilized for things that must last for the long haul-homes, offices, theaters, vehicles and clothes. A variation that suggests elegance and permanence is the monochromatic treatment, which consists of two or more color variations from a single color family. A simple example is a range from brilliant red to light pink. It's tricky, though; the changes must be well coordinated or the result will look garish.

Even more important than the principles governing the use of color is the predictable emotional response by the overwhelming majority of people to specific colors. Through tradition, custom and psychological association, most of us attribute certain qualities to every color. We speak of a "true blue" friend or business relationship because blue represents honesty, loyalty and confidence. It is not sheer coincidence, therefore, that blue is by far the most popular color, especially in women's clothes. (The cynic who rises to point out that the lovely creatures have to get synthetic honesty somehow strictly out of order.)

Green is the happiest color because it is the symbol of nature; a person who is handy around a garden is referred to as having a "green thumb." Yellow suggests sun and light and is, consequently, a stimulating color, but it must be used in moderation. If it isn't, it produces a bilious feeling-akin to overexposure to the sun-as the transportation trade has discovered.

Red, the color of blood, is associ-

power but it, too, must be used sparingly. It's pretty exhausting in large doses, just as too much physical exuberance by a child, a dog or a hyperthyroid hooligan gets you down. Purple is one of the least durable colors, but that's not the only rap against it. The "royal purple" symbolizes age, death and austere authority.

Exhaustive consumer tests have demonstrated conclusively that color is one of the prime factors that sell virtually every commodity

An analysis made last year of 5,000,000 inquiries inspired by 3,500 advertisements placed by 163 firms showed color ads brought 53 per cent greater return than black-and-white displays. Advertising and merchandising specialists ascribe four general reasons for the superior drawing power of color: 1, It highlights a product's value; 2, focuses attention; 3, implies quality; 4, carries a strong psychological appeal.

### Surprising choices

MANY consumer prejudices are carelessly shrugged off as manifestations of habit, but more often than not they simply are the result of unenterprising salesmanship. This is especially true when color has not been used imaginatively.

Let's go back for a moment to our Lustron houses. Before the survey was launched, the Lustron people knew that 65 per cent of all private paintable dwellings in the United States are painted white. They suspected white, the least practical color, was popular by default because experimentation with colors is too expensive for the average home owner.

Lustron believed people would prefer colors if they were given a chance to pretest and compare various effects. The hunch paid off handsomely. Approximately 55 per cent of those interviewed wanted colored exteriors; 38 per cent even favored color for stoves and refrigerators. Among six submitted colors for bathroom walls, pale green was the number one choice and the traditional cream wound up a bad last.

That color is commanding increasing attention in merchandising was shown in a rather unusual way last summer. The Armour company spent \$250,000 redesigning its packaging and chose a red and white label for tinned meat products. The Campbell soup and Carnation milk companies brought suit to restrain Armour from using



One railroad let commuters pick the interior color scheme

the red and white motif, claiming that color combination infringed on their trademarks. The court, finding for Armour, held that color cannot be controlled or copyrighted.

Color is associated with certain products so vividly in the public mind that any accidental or inadvertent change is reflected immediately in sales. When the Pennsylvania Railroad installed electronic ranges in the kitchens of dining cars, it was baffled by the sudden decline in the consumption of steaks. A bright young man presently solved the mystery. Meat cooked electronically is prepared so quickly that it does not acquire brown tinge-and customers missed the familiar grill-marks on their steaks. When false grillmarks were put on the meat before cooking and pre-searing gave a brown color, the most expensive item on the menu began to move

Fluorescent lighting had shopkeepers in a towering tizzy a few years ago until engineers learned how to correct its distortion of color, especially in the red-yellow end of the spectrum. The wrong type of fluorescent lights gave roast beef a weird purple cast, made salads look predigested and turned coffee into a sickly gray goo. Further investigation showed that the new lights restricted the pupil of the eye and, consequently, were not desirable in trains and other public places. The trouble since has been eliminated by giving fluorescents the warm tints of incandescent bulbs, but for a time everyone was going crazy trying to account for slumps in certain lines. It seemed that fluorescents, which bring out most colors as they appear in the sunlight, were naturals for women's wear departments. It also seemed that the new lights brought out the lines in faces that had lost their (Continued on page 58)





### **Armies Do We Need?**

### By WILLIAM BRADFORD HUIE

tending aid to foreign armies—is no longer seriously opposed. It's the Truman-Marshall plan for balancing the West against Russia; it has attracted bipartisan support; the elections approved it. At issue is not whether we shall support foreign armies, but what armies, how much, and in what form?

It is, therefore, a question of resources and taxes; and taxpayers should understand how deeply we are involved and prospects for further involvement.

Of all foreign armies, we are spending—as this is written—most money on the Greek army. During 1948 we provided 408,763 measurement tons of supplies, including rations, trucks, ammunition and weapons, at a cost of \$182,147,060. Use of these supplies was directed by Lieut. Gen. James A. Van Fleet, who advises the Greek general staff, and a force of 366 officers and men who accompanied the Greek divisions in their operations against the guerrillas.

General Van Fleet, a native of New Jersey, com-

manded the 2nd, later the 90th, Infantry Divisions in the European campaign.

The Greek army has had to be trained as well as equipped. It has now reached a strength of 147,000 reasonably efficient soldiers. In addition we have organized a National Defense Corps of 50,000 men to protect the towns so that the army can be concentrated against the larger guerrilla formations. There is a Greek air force of 7,200 men, advised by the U. S. Air Force, and a Greek navy of 14,200 men, advised by the U. S. Navy.

American support is credited with enabling the Greeks to restore a fair measure of internal order, thus permitting some hope of economic recovery. However, the guerrillas may be getting aid from Greece's Russian-dominated neighbors; and any decrease in American aid probably might result in eventual Red victory.

It is, therefore, unlikely that the Greek army will

cost us less than \$100,000,000 a year for several years.

Our most hopeful experience has been with the Turkish army. During 1948 we provided 140,000 tons of equipment, principally tanks, trucks, artillery weapons and ammunition, at a cost of \$48,500,000. We spent an additional \$25,000,000 improving the

roads. The strength of our Army mission is 38 officers and men and 55 civilians.

The mission is led by Maj. Gen. Horace L. McBride, a Nebraskan, who commanded the XX Corps in Patton's Third Army.

The program for Americanizing the Turkish army is considered the model for all our foreignarmy missions. It includes: 1, training many Turkish officers in the United States; 2, translating our training movies and manuals into Turkish; 3, installing American military medicine, and 4, revamping the Turkish military school system along American lines.

The Turkish divisions, particularly their armored forces, are believed to be the most reliable and efficient now directly facing the Russians. The Turks seem to like the Americans, and cooperation is excellent.

Our expenditures for Turkish aid are expected to continue at the rate of about \$50,000,000 a year.

In Iran, we have 45 officers and men with the Iranian army, plus 15 officers and men with the Iranian Gendarmerie. We have given the army \$26,500,000 worth of surplus fighter aircraft, light tanks, armored cars, trucks and artillery weapons. A training program on the Turkish model is under way, with a number of Iranian officers now attending our military schools. The Gendarmerie is being

trained under a program devised by Brig. Gen. H. Norman Schwarzkopf, former chief of the New Jersey State Police.

Our aid to Iran probably will continue at about \$10,000,000 a year, since the Russians, too, are continuing to aid their Iranian supporters.

Britain controls the small Iraqi and Arab forces; and the Indian army is being developed rapidly along British and American lines.

Next on the Eurasian periphery is China, and, of course, our long experience with the Nationalist armies of Chiang Kai-shek has resulted only in waste and disillusionment. During 1948 we gave Chiang about \$100,000,000 worth of equipment and supplies, much of which fell into the hands of the advancing Reds. Our several advisory groups foresaw but could not prevent the general collapse of the Nationalist armies. At present our mission is headed by Maj. Gen. David G. Barr, an Alabamian, wartime staff chief of the Sixth Army Group.

Whatever our new China policy is determined to be, China, at best, will remain a heavy liability for many years; and, at worst, all of China may fall to Russia.

In South Korea our occupation force of two in-

fantry divisions is training a constabulary, a coast guard, and a police force. These Koreans are getting U.S. equipment in the hope that when and if the occupation ends, our Koreans can prevail against the Red Korean army which the Russians have built in North Korea.

There is little hope that the occupation will end this year; and Korea, like China, will either remain a liability or become a total loss.

In Japan our occupation force of four divisions has been supervising the demilitarization of the only modern Oriental army. Japan is now costing American taxpayers about \$1,000,000,000 a year; and, with the communists controlling the raw materials of Manchuria, this burden is likely to increase.

Certain members of our Army general staff are suggesting the use of Japanese divisions to save the Oriental situation. They point out that, denied Manchurian raw materials, Japan can never be self-sustaining; and if all of China falls to the Reds, the American position in Japan may become unbearably expensive.

Fierce opposition to rearming Japan will be voiced in Congress; but a new American-controlled Japanese army may begin to appear before the end of the year.

We are helping to build an army in the Philippines. Our mission includes 58 officers and men, and all surplus supplies in both the Philippines and the Ryukyus are being transferred to the Filipinos. These forces are training by fighting the communist guerrillas.

Our Latin-American program includes 14 armies. Prior to World War II most of the South American armies were trained and

supplied by European countries. German influence was strong in Chile, Colombia and Bolivia; and from 1929 to 1940 Germany operated an air line in Colombia which kept German airplanes within easy distance of the Panama Canal.

Britain, which owned the Argentine railroads and utilities, supplied the Argentine army; and Italy and France had military missions in several countries. The French influence is still apparent in the close order drill and tactics of some Latin-American armies.

Our program during and since the war has been designed to eliminate this European influence and rebuild the Latin-American armies along American lines. We have tried to destroy the prewar myth that continental armies were the best in the world and to convince our neighbors that Americans are superior.

The program has been expensive. Even during the war when our own armies were in short supply, we were shipping tanks to Ecuador and trucks to Brazil, and immediately after the war we gave the Latin-Americans first choice at the fire sale of surplus goods. The fire sale is now over, however, and a co-

(Continued on page 86)



German and Japanese armies may be revived to counter the Red menace

### Living a Good Life with a Bad Heart



1. To look at him, you would never guess that there is anything wrong with this man's heart. He is just a bit over 50 years old, active, happy, and getting a lot out of life—yet he has heart disease.

Like everyone else his age, his heart had beaten about one and three quarter billion times. Of course it was not as strong or as adaptable to sudden demands as it had been in youth, but he had no warning signs of heart trouble.

As a result of periodic medical examinations, his doctor was able to detect his impaired heart early, when chances for improvement are best. Today, by following his physician's advice, this man can lead a useful life of nearly normal activity.



2. He enjoys many mild forms of exercise, but carefully avoids any overexertion which might further strain his weakened heart.



3. By eating moderately, he lightens the work of his heart during digestion. This helps to avoid overweight, which is always a burden for the heart.



4. He is able to carry on his daily work, but allows plenty of time for sleep and rest. His heart then will have a chance to rest, too.



5. He maintains a calm and cheerful outlook, for his doctor explained that fear, worry, or nervousness might make his condition more serious.

MEDICAL SCIENCE has made many advances in treating heart ailments, and more research than ever is being done on these diseases. The Life Insurance Medical Research Fund, supported by 148 Life insurance companies, is devoting all its resources to studies of this problem. For other helpful information about heart disease, send for Metropolitan's free booklet, 29-P, entitled "Your Heart."

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Your employees will benefit from understanding these important facts about heart disease. Metropolitan will gladly send you enlarged copies of this advertisement -suitable for use on your bulletin boards.

TO VETERANS-IF YOU HAVE NATIONAL SERVICE LIFE INSURANCE-KEEP IT!



Local, state and federal doctors cooperate to prevent epidemics

### G-Men Who Guard Your Health

By HELENA HUNTINGTON SMITH

PHOID fever broke out in the Washington Heights section of New York City in 1947. Within a week there were 20 cases-a fivealarm epidemic in a clean American city. Within two weeks public health investigators, working night and day, had back-tracked the disease to the fantastically improbable, once-in-a-million-times accident which had set the typhoid bacillus on the loose in New York, and that was the end of that epi-

The chances are millions to one that you will never die of typhoid, smallpox, cholera, yellow fever or any of the other great epidemic scourges which used to afflict mankind, but that's not because it couldn't happen here. Every year this country has small, littlenoticed outbreaks of the old-time

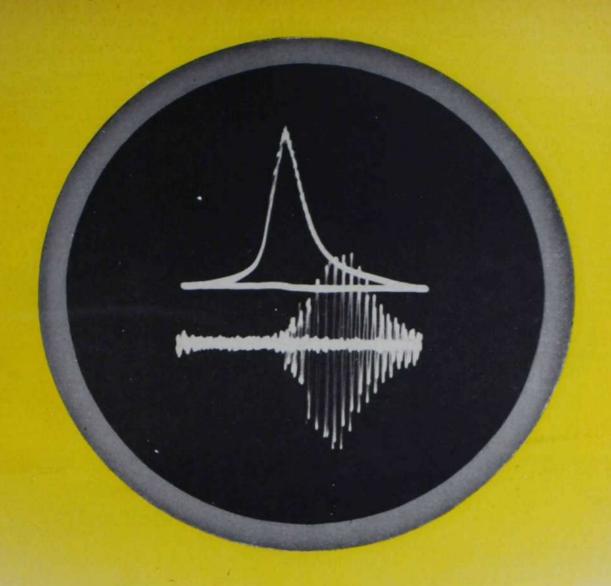
SOME OF our best detective work is done by public health officers who track down germs in a never-ending fight against disease

diseases which slip through the preventive barrier somehow; but they are nipped-before you become alarmed or even hear about them-by a national network of disease control which is to epidemics what the FBI is to crime.

Suppose diphtheria flares up in Montana-it did, last year; a virulent type which attacked even people who had been immunized. With 32 cases on their hands the state health authorities notified the district officer of the U.S. Public Health Service in Denver, who notified the Communicable Disease killers-smallpox, typhus, typhoid, Center in Atlanta, which sent an diphtheria-or of more obscure epidemiologist to Montana. He in-

terviewed the victims and traced the bug to a soldier who had just come back from Germany. By taking hundreds of throat cultures he found and isolated well persons who were carrying the germ in their throats and could infect others. Finally an extra dose of immunization was given the whole town. But that wasn't all.

"Americans move around a good deal," said one U.S. Public Health official in explaining how and why the network operates. They do indeed-and so relatives of persons who came down with diphtheria in Montana were followed up in California, in North Dakota and in



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It's a picture that gives automotive engineers clear-cut facts on performance—a picture that suggests how photography with its ability to record, its accuracy and its speed, can play important roles in all modern business and industry.

No, this is not the "doodling" of a man on the telephone. Far from it. It's the photographic record of an oscilloscope trace that shows, and times, detonation in a "knocking" engine. It all happens in a few hundred-thousandths of a second—yet photography gets it clearly and accurately as nothing else can.

Oscillograph recording is but one of countless functional uses of photography in bettering products and improving manufacturing methods. High speed "stills" can freeze fast action at just the crucial moment—and the design or operation of a part can be adjusted to best advantage.

And high speed movies can expand a second of action into several minutes so that fast motion can be slowed down for observation—and products be made more dependable, more durable.

Such uses of photography—and many more—can help you improve your product, your tools, your production methods. For every day, functional photography is proving a valuable and important adjunct in more and more modern enterprises.

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### **Functional Photography**

. . . is advancing business and industrial technics

Kodak

Colorado, where local health officers were warned to be on the lookout for *Diphtheria Gravis*. He never showed up. After that kind of a beating any bug would and does give up the ghost.

The epidemiologist is a doctor, but he is also a sleuth-a "shoeleather operator," his colleagues call him. The criminal he is after, whether insect, animal or human spreader of disease, is often as elusive as any underworld character in fiction. This was the case in the Washington Heights typhoid mystery. New York City's public health staff is bigger and more efficient than that of many small nations. and they handled it without outside help. Their five regularly employed epidemiologists were put on the case, along with a corps of food inspectors, district nurses, and sanitary engineers to the number

The 20 cases of typhoid had occurred within five square blocks. City water, milk, bathing pools and even ice cream were checked and found pure. Ice was ruled out because it was made in home refrigerators—no common source there. Next, the investigators turned to the 80 groceries and delicatessen stores in the vicinity. They pounded from door to door questioning the 300 employes of these food stores and examined more than 1,000 specimens of theirs and their families—no sign of the typhoid bacillus.

Most of the disease victims had bought food at a particular little grocery in the middle of the infected area but some seemingly hadn't, so that store came in for no special scrutiny.

Checking over the list of New York's 500 known and registered typhoid carriers, the G-men found that one of them lived in the middle of a city block with four cases of typhoid in it. Around the corner was the semisuspicious food store, which in turn was across the street from a block with seven more cases. But how could you fit all this together? The Typhoid Mary concerned—a 76 year old widow—was a good old soul who had scrupu-

lously obeyed all the rules such as never touching the food of another person. Besides, she had had no contact with any of the victims.

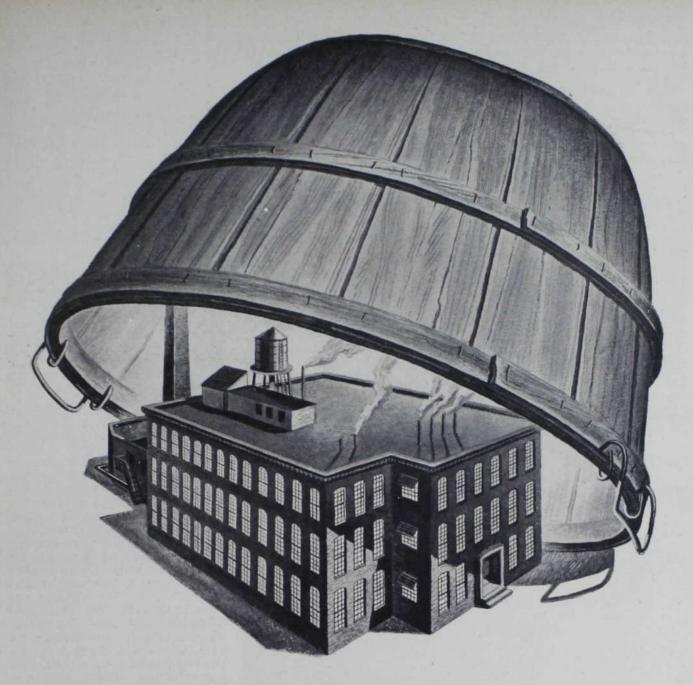
At this point a clerk in the Bureau of Preventable Diseases had the hunch which broke the case. Calling up the city house-numbering bureau, she found out that, though the typhoid carrier and the food store had different addresses they were in the same building. With the trail now smoking hot the building superintendent was called in and asked if he had had any plumbing trouble. Well, yes, a toilet had backed up and overflowed several times.

The overflow was on the sewage line from the carrier's apartment, and it had leaked down into the food store below. There was the source of the epidemic.

But one thing still bothered the investigators, and that was why some of the sick people, one man in particular, never had been connected with purchases from the contaminated grocery. So they questioned him again. And—now

Mass immunization helped halt the spread of smallpox in New York City



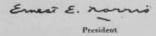


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### SOUTHERN RAILWAY SYSTEM

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that he thought of it—yes, he guessed he had occasionally bought a piece of fruit at that store on his evening walk, and eaten it on his way home.

Which is the kind of thing that explains why epidemiologists get

gray hairs.

Sometimes a new disease offers a double problem to health authorities; they have to track down contacts and find the source of infection when they are in the dark as to the nature of the disease and its way of spreading. This calls for epidemiology plus laboratory research. It happens oftener than you'd think.

One of the times was in 1946 when a new type of fever which showed up in a block of apartment houses in Queens, New York City, was tracked down in the record time of eight or nine months and given the name of rickettsialpox, by Dr. Robert J. Huebner of the

of a pin point-sized insect called a mite; the mites inhabited mice which lived in the basement of the Queens apartment houses, and now and then a mite would bite a resident. Getting rid of the mice got rid of the disease. Once the solution is known, it looks as straight and simple as the unraveled clues of a murder mystery.

But they haven't yet solved Q fever.

It was first recognized about ten years ago in Australia, and there were two outbreaks of it in this country in 1946—one among packing-house workers in Chicago with 33 cases, and one in Amarillo, Texas, with 55 cases and two deaths. A rickettsial disease, it resembles flu or "virus pneumonia," for which it doubtless has been mistaken countless times. It hangs around in the vicinity of cattle, sheep, and goats, though no one knows how or why. It is a devilish

two doctors from the National Institute of Health went there and this is what they found. All 55 of the victims worked in one of three places, the stockyards, a livestock auction or a packing plant; or four counting the members of a train crew who were switching cattle trains in the yards. In some manner unexplained the disease came into Amarillo with a single carload of whitefaced heifers. which was the only shipment that was handled around that time by all four sets of workers. While they were there they gave the fever to 40 per cent of the employes, even the woman bookkeeper in the stockyards office. Yet when the heifers were killed and dressed there was no sign of anything wrong with them. The epidemiologists tracked the heifers back to their points of origin in New Mexico and Texas, and traced other shipments of cattle from these points to other stockyards through the west. But they never found any more Q fever.

### Serums show Q fever

THEN a doctor in Los Angeles became suspicious of some queerlooking cases of pneumonia he was getting, and started sending the serums in to Bethesda for testing. They turned out to be Q fever. Los Angeles county is a dairy-farming area and many of these serums were from people who worked around dairies, but not by any means all. In fact many of the 300 odd Q fever cases which had been identified from around Los Angeles by this time were people who never went closer to a cow than to drink a glass of milk. Last year two more doctors were sent out by the National Institute of Health to open a Q fever laboratory near Los Angeles, to help the California Department of Health with this problem. One of them took a mixed sample of raw milk from a dairy herd and injected it into a guinea pig to see what would happen. The guinea pig got Q fever.

A cow-to-cow check revealed numbers of healthy, contented and otherwise model dairy cows with the Q fever organism in their udders. No one has the slightest idea how it got there. This story is to be continued, but unfortunately there is no way of knowing when the next instalment is coming. Thus far the most tangible result of the Q fever investigation is one more argument for the thorough pasteurization of milk.

When you get tired of paper-



Inspection of restaurants is routine detective work

National Institute of Health in Bethesda, Md.

It gets its name from the rickettsia, a kind of organism midway in size and habits between the invisible virus and the visible (through a microscope) bacillus. These smaller organisms are causing many of the newer and more baffling diseases. It turned out that rickettsialpox came from the bite disease to handle; they have had two epidemics of it among laboratory workers at the National Institute of Health and one death; when it gets on the loose a visitor can catch it merely by walking through the laboratory. So much is known about Q fever; for the rest it is a mass of contradictions that would baffle Sherlock Holmes.

After the outbreak in Amarillo,



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backed whodunits, try figuring out some of the angles of the Q fever mystery, such as: Why don't the cows get sick? Why don't people give it to each other? What, if anything, have ticks got to do with it? Ticks get on cattle, and ticks can carry the Q organism. But no infected tick has been connected with the case of a cow carrying Q fever.

Sometimes instead of a new disease an old killer like smallpox tries to break loose in a modern city. As with typhoid, this former scourge is now so rare in the United States that literally thousands of doctors have never seen a case, and like the horrible figure in Poe's "Masque of the Red Death," the killer slips in unrecognized. That was how smallpox got into New York in the spring of 1947, riding a bus from Mexico.

The middle-aged, unobtrusive business man who brought it had been dead three weeks before anyone began to suspect the significance of a peculiar rash he had had. Recognition started dawning when staff physicians of the Willard Parker hospital pondered the cases of a little colored girl and a young Puerto Rican man whose symptoms for chicken pox didn't look right. As one of the doctors looked over their case records, fighting a creeping suspicion and

searching for a clue, he noticed that both patients were in the hospital for the second time in a few weeks, and that their previous visits had coincided with the death of a Mexican-American, Eugene Labar, with his unexplained rash. Smears from the colored girl and the Puerto Rican were sent to the only two laboratories in the country equipped to make a sure test for smallpox, both Army laboratories-since the Army encounters diseases from which stay-at-home civilians are protected. A week later the tests came back positive. This was it.

New York City Health Commissioner Israel Weinstein did some fast thinking about what the airborne virus of smallpox would do if it got into a subway station at the rush hour. Already one patient had traveled by subway and bus to the hospital broken out with the disease, and the incubation period was only half over. To clinch the argument, out in the Puget Sound area a few months earlier they'd had 65 cases of smallpox started by a soldier who brought it from Japan—with a death rate of almost one-third. Thereupon New York plunged into the biggest immunization campaign in history, vaccinated some 5,000,000 persons in three weeks.

But that was just New York. Another little patient had picked up smallpox in the hospital with Labar and carried it to a convalescent home upstate. There again there was a delay in discovery before the vaccinating started. And how about Labar, and his trip by bus across the United States, feeling ill already, and his five days at a midtown hotel where he was sick enough to need medical attention? It was too long after his journey now for any new cases to develop from him directly-but what about the hundreds of contacts he had made on his trip and in the hotel, with its guests now scattered all over the United States.

### Searching for smallpox

WITH these thoughts in mind, the U. S. Public Health Service engaged in a man-hunt that broke all records. Service workers backtracked Labar along all the towns on his bus route—after some trouble at first in finding out which one it was—contacted state and local health officers and asked them to check their hospitals for anything that could be smallpox. There were also the 3,000 guests—over the fatal five-day period—of the hotel.

The guest list was divided according to residence, the U. S. Public Health Service taking those outside of New York state. Every person was interviewed. The investigation had its ribald or sorry angles, depending on how you looked at it. Sometimes the health detective, following up a Mr. and Mrs. John Jones to ask how they had been since their trip to New York, would encounter a first surprised, then furious, Mrs. Jones who said: "What trip? I never went to New York,"

Luckily no other cases had developed. But the organization which protects public health in this country doesn't wait on luck.

The same kind of city, state and federal network which is brought into play against epidemics also acts to intercept food and drug poisons which accidentally get out to the public-a good deal oftener than you'd think. Last spring for example a saline-glucose solution, used by hospitals to inject into the veins of patients after an operation, was found to be contaminated. The first reports came from the mid-south. A number of very sick patients had become sicker after the saline solution turned out by a certain manufacturer was administered. Four had died.

Eventually the local doctors re-



ported it and the word reached the federal Food and Drug Administration, which parallels the Public Health Service. Telegrams were sent to all state and city health departments warning them to trace and "freeze" the deadly product, while Food and Drug operatives checked with the manufacturer to find out where it had gone. They found that, of 2,900 bottles of the faulty batch, several hundred were still unaccounted for. Local health G-men worked like mad to locate them; in New York, for instance, Health Department inspectors checked with the manufacturer's agents, followed up every shipment down to the last druggist's shelf, wired hospitals and surgical supply houses.

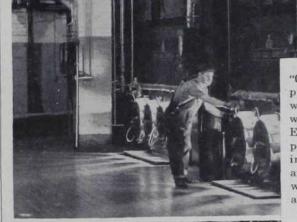
Meanwhile the federals, prowling around the manufacturing plant on the West Coast, found that certain sterilization processes had gone wrong, making other products of this same plant suspect. Even now they could be bringing death instead of life to women and children and men just off the operating table, in all parts of the country. Another flood of warning wires went out, but it was too late to intercept a certain preparation used by blood banks to keep the blood from coagulating. The rest of the stuff was caught in time; the manufacturer cleaned house and everybody relaxed—until the next crisis.

### Plague can strike here

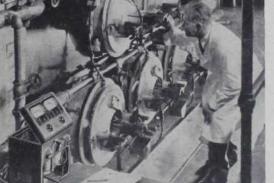
JUST because you would never dream of an outbreak of yellow fever, Asiatic cholera or bubonic plague in the United States is no reason to suppose it couldn't happen. These mass murderers still rage in many parts of the globe, and there is no law of nature or climate, no special dispensation of Providence, to stop them from getting in here. What does keep them out is the eagle-eyed watchfulness of public health quarantine inspectors. These gentlemen admit that the invention of the airplane has complicated their problem. It gets here so fast. Somebody could pick up the germ of plague, say, in a foreign port, could land at La-Guardia Field while still seemingly in perfect health and be on his way to spread contagion before the quarantine inspectors could catch him. That worries them.

But suppose one of the killers did slip into this country, through the barbed-wire barricade of precautions. From the smallpox affair just described, you can see what would happen to him.



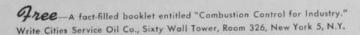


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### There's a Hue for You, Too

(Continued from page 45)
dewy freshness, and little imagination is required to guess what they did to business. In 1947, Gimbel's Philadelphia store installed a lighting system which combined the best balance between fluorescents and incandescents (75 per cent—25 per cent). Merchandise returns, largely due to improper appraisal of color and texture because of faulty lighting, promptly fell 60 per cent.

Women's clothes have, of course, inspired some of the most revolutionary, and revolting, applications of color, particularly in the matter of nomenclature. Hardly a man alive has not shuddered violently upon seeing a "different" color called elephant's breath, burnt horse or old toenail parings. The garment industry recently launched a campaign calculated to make brethren in the lodge stick to names that really describe a color instead of giving clients the leaping fidgets.

### Too many colors to sell

EVEN such solid citizens as the automobile manufacturers once went off the deep end for colors that strained the public's infinite capacity for bad taste. In 1927, the auto people were using 13,000 different shades, often bedaubing a car in as many as four colors. Manufacturers were caught in such a competitive rat-race that some turned out completely new lines of

paint jobs every 90 days. That the highways of America today are not cluttered up with monstrosities that look like gypsy caravans is due, in part, to Howard Ketcham, a color and design engineer who ended the nonsense by getting the manufacturers down to 600 solid colors.

Ketcham probably will be enshrined in history as the man who eased the commuter's burden. A steady customer of the New Jersey Central Railroad, Ketcham was alternately appalled and depressed by the dull plush seats and somber colors of the coaches on the run between New York and Westfield, N. J. He finally sold the railroad on the idea of giving commuters an opportunity to vote for new color schemes on the cars. He took four coaches and redecorated them in sea green and beige, blue and burgundy, green and tan, blue and rust, and put them on display for three weeks. The sea green and beige, with harmonizing green upholstery, was voted most popular.

The designing job Ketcham recently did for Pan American World Airways' new, giant Boeing Stratocruiser offers a good working example of a color engineer's approach to a problem. Commercial aviation's most imposing hurdle is new passengers' fear of flying, which persists despite the air lines' impressive safety record. Nervous tension and a feeling of claustrophobia are the allies of fear in the air. Ketcham attacked these dis-

turbances with colors. He avoided the red family, which arouses excitement, depressing purples and yellows, which induce vertigo. Five colors are used on the Stratocruiser, the most attractive plane yet seen. Blue, blue-green, silver-gray and bisque predominate because they promote confidence and relaxation. Magenta, an arresting but not violent color, provides the necessary touch of gayety on the lounge deck. Bisque, which blends well with the other colors, is used on the walls to give the illusion of height.

#### Colors are natural

APPLYING the principles of color requires no extensive technical knowledge. After all, few Bedouins ever went to college, but for thousands of years they have been wearing white burnooses which, in the desert, pose quite a laundry problem if anyone ever thinks of it. Why white? Every schoolboy knows white reflects heat and black absorbs it. This basic law of physics explains why the roof of the Beech-Nut packing plant at Canajoharie, N. Y., changes color twice a year. In the summer, it is painted with a short-lived white emulsion which lowers the temperature ten to 15 degrees. Comes winter, rain and snow wash off the emulsion and the black surface cuts down fuel bills. When the Russians were retreating from the Germans in the summer of 1942, they saved their desperately needed cotton crop by sowing the plants with coal dust from the air. The absorption qualities of the black dust hastened the ripening of the crop.

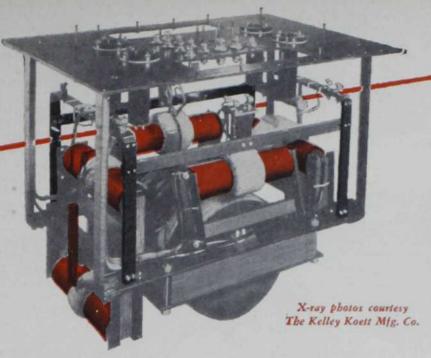
We purposely have refrained from discussing the important role color has played in the world's oldest and most thriving industry. The man-trap business, of course, and it's a melancholy chronicle. Egyptian dames used make-up in a manner that never has been surpassed and, judging by ancient drawings, they needed it. Malachite, a green mineral, was highly prized as eye shadow against the glare of the sun, enabling gals to effect that old look of wide-eyed innocence men find so appealing. Some people never learn. Cleopatra used make-up to emphasize her small, pug nose when she heard the Roman generals were sniffing around with their aquiline beaks. From there, our fine feathered friends went on to correct, with protective coloration, the inadequacies of nature. For further details, consult your local drugstore. The one that walks like a woman.



"Never buys a thing. Just comes in every day to give her kids a ride"



### FORMICA TUBING - -



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### Paul Revere Set A Modern Style

By JUANITA SAYER

his patrons, get acquainted with their tastes, and create something unique for each one, literally throwing away the pattern, so that it becomes his client's exclusive property. For example, after a prominent architect had described his home to him, Adler created a brand-new pattern, inspired by the classic Grecian modern lines of the mansion. The strikingly simple dinnerware pattern, as austere as the Doric columns of the home, was relieved by gently etching the handles with a Greek key design.

Besides reviving a lost craft, Adler is bringing back into vogue patterns of the Tudor period and of the days of the early California Spanish ranchos. An enthusiast for modern design, with its emphasis on functionalism, Adler says that this silverware of old has characteristics that lend themselves to modern homes and living. The three-tine fork and the oval spoon bowl, which Adler's adherents like to attribute to him, because he uses them repeatedly, were both inspired by patterns of the sixteenth century. Paul Revere's simple, functional designs also lend themselves readily to modern silverware, says Adler.

One of his modern interpretations, which is currently sweeping the fashionable homes and ranches of the southwest, was first created for a millionaire Texas rancher, who wanted silverware "to match" his ranch home. From an early California Spanish silverware pattern Adler borrowed the idea of using glistening ebony wood for

> Silversmith Allan Adler revives an old craft. He designs the patterns, anneals his work, turns out individual styles of silverware

HEIRLOOMS of tomorrow is the way that a noted art critic described the work of Allan Adler of Hollywood, Calif., a 32 year old silversmith who is carrying on the silvermaking tradition of Paul Revere. Owner of the nation's largest silver handforge, which is a replica of the famed Boston patriot's, even to the tools employed, Adler has a virtual monopoly on America's near-extinct silversmiths. However, Revere and his contemporaries would be surprised at the modern techniques developed by the twentieth century craftsmen, who have added a few assembly-line methods to speed up production and increase efficiency.

Adler, a diffident lad with a good business head and an astonishing knack for silver design, has been named as the man who is reviving the lost art of handwrought silver in this country. His patrons include the nation's great, some of whom have purchased such fantastically expensive pieces that they have made him swear that they would never reveal their names. One of his most fabulous undertakings was to reproduce for a wealthy industrialist in 18K gold two replicas of a coffee set by Paul Revere. The gold alone for the tray and five-piece sets cost \$50,000!

Like the silvermakers of old, Adler likes to meet



the handles and on them he reproduced the rancher's cattle brands in sterling.

Celebrities by the score are numbered among his customers. Some of them have even learned the art of silvermaking under Adler's aegis, notably Margaret Sullavan and actor James Gleason, two of his most apt pupils. James Gleason delights in telling the story of how he waited on trade when Adler and his staff were involved in a backshop problem. Clad in a workman's apron and sweating over a forge, Gleason dropped his work to answer the summons of the customer's bell in the showroom up front. He rushed out to hear the surprised laughter of two of his best friends, Barbara Stanwyck and her husband. Robert Taylor.

#### Prices are reasonable

ALTHOUGH many of his commissions have been from the wealthy, Adler is proud that so many persons of moderate means have acquired a passion for handwrought sterling, which they usually purchase a piece or a place setting at a time. The cost of handforged silver, contrary to popular opinion, is not prohibitive: Adler's place settings range from \$41 to \$50, while machine-made solid silver costs about \$25 to \$35 a place setting.

Adler feels that this once-lost art, which gained impetus during the war years, has really caught on with the consuming public at last. Some of his patrons are teen-agers and young working girls. The word "handmade" has a strong influence on people in the machine age, he says, and "handmade in America" is becoming a highly acceptable hallmark.

Thanks to Adler and his associates, handwrought silverware is a very much alive art in this country today. The majority of his staff of 25 received their training in Europe and England, where they inherited their craft from their forebears. Adler served his apprenticeship under his father-in-law, whose family for three generations had been silvermakers.

Adler's spoonmaker, Harold Mintey, who hails from Hampshire County, England, sums up the feeling of his fellow craftsmen when he says, "I wouldn't do anything else, unless it were more interesting. But I don't know of anything that gratifies me more than making beautiful sterling that will give lasting pleasure to others and perhaps be handed down from generation to generation."



### along these lines

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### **Dirt Will Tell Your Fortune**

(Continued from page 36) weighed many pounds. But the soil in the tub had lost only two ounces in weight. Van Helmont had discovered something—but he didn't know what. He lamely concluded that water was the "spirit" of vegetation, and let the matter drop. If this were so, said a British scientist named Woodward, plants should grow in water alone. He tried this experiment—and nothing happened.

Another 200 years had to pass after van Helmont made his observations before any start could be made on a real understanding of the soil. Then, a century ago, Justus von Liebig, a German of towering research intellect, at-

tacked the problem.

#### Soil has many minerals

BY careful analysis, he discovered that the soil contains an incredible array of minerals and chemical substances. This appealed to von Liebig's orderly mind. The soil, he decreed, was nothing more than a vast storage bin. Plants drew on it for mineral nourishment and when minerals were exhausted the soil ceased to produce. The soil, in other words, was very much like a bank. Plants made withdrawals, and man made deposits—in the form of fertilizer.

On paper, von Liebig's idea looked beautiful. But there were many things wrong with it—as von Liebig discovered on a trip to the Danube basin. There he found soils which had been producing crops for centuries when, according to his calculations, they should have been exhausted by the time the Romans left. What was the answer? He didn't know.

Another generation passed and a Russian—V. V. Dokuchaiev—got on the right track at last. Instead of regarding soil as a dead stuff, and studying it in the laboratory as von Liebig had, he took a spade to the fields. He stripped away soil down to solid rock, and started studying the various layers which built up the soil "profile."

He saw that soil formation is a continuous process—roots pulling mineral nourishment up from below, rain washing it back down again. He noted that the same kind of rock could produce dozens of kinds of soil—depending on climate, vegetation, and other factors. More important, he observed

that soil is always an expression of the vegetation growing on it. That is to say that the wheatlands of the Dakotas have a profile similar to that of wheatlands in India; that soils under pine forests throughout the world were always the same.

Although Dokuchaiev did his pioneer work in 1870, the language barrier kept word of his work from America and the rest of the English-speaking world until the early '20's. Then a new concept of soil science was born. Look at the picture today. There are more than 10,000 types of soil, which fall into 50 odd great soil groups. By now, the world is almost completely soil mapped and these maps tell with astonishing exactitude what crops will grow in what areas. Without ever seeing China, India, or Italy, a soil scientist can look at such a map and say which land will produce corn, where sugar cane may be grown, which areas will support orchards. Similarly, these maps are used to predict crop yields. A



soil scientist knows that the Robinsonville sandy loam of Mississippi will produce 700 pounds of cotton per acre; that the Tama silt loam of Iowa is good for 70 bushels of corn per acre; that the Deep Lakeland soil of Florida won't produce much of anything except worthless cabbage palms.

In general, three great soil groups dominate American farm economy. Podzolic soils—once covered by forest—dominate in the East. They are exactly like the soils of Europe, hence the pioneers who settled on them faced few problems. They brought Old World

seeds with them and they thrived in the New World, Soils of this type will grow almost any crop. Hence, the farmer is independent. Depressions hurt—but they don't wipe him out the way 50 cent wheat ruins farmers in the grain belt.

Note something else about this area. There is a widespread notion that the first farmers who cleared the forest found a rich, lush land. This isn't so. The Podzolic soils were never very good. To be sure, they grew trees-but the poorest land will support a tree crop. In sum, then, the "worn out" farms one may see in New England today weren't very good to start with. On the other hand, Podzolic soils have one great point in their favor. They respond to good farm management. Great areas in the East have had this good managementfarms in the Pennsylvania Dutch country, Connecticut tobacco farms, for example—they are many times more productive today than they were in pioneer times.

The South, with its red-yellow soils, presented another set of problems. Such soils are best suited to growing crops like cotton and tobacco—both of which require large amounts of labor. This pushed the South toward plantation-type agriculture.

Raising more of these crops than the country could consume, the South had to export. Free trade was the cry of plantation owners, whereas the North wanted restrictive trade barriers to protect its infant industries. Thus, political and economic rivalry began—and led, inevitably, to war. The question of slavery got the headlines, but it was more or less incidental to the larger issues.

#### Grass makes its own soil

THE Chernozem soils of the prairie states posed a different set of problems. In this arid region, there is too little rainfall to support forests. Hence, for tens of thousands of years, this area produced crop after crop of grass. This grass rotted each year, eventually built up the thick black soils of Nebraska, the Dakotas, and other grain states. Meanwhile, exactly the same thing was happening in other places in the world: on the Russian steppes, the Argentine pampas, Rumania's grain belt.

These blacklands were ideally suited to wheat. But they had to await the coming of railroads to go into production. Until the trains came, there was no way to transport the crop. Hence, these lands—which now produce the bulk of the

world's bread—have been farmed only in recent times.

A fourth great group of soils are those laid down by rivers—the alluvial soils, which produce a third of the world's food. The building process which creates such areas as the vast Mississippi Delta—which "begins in the lobby of the Peabody Hotel in Memphis and ends on Catfish Row in Vicksburg"—is almost incomprehensible. The Nile Delta, for example, contains the equivalent of 12,000 cubic miles of rock.

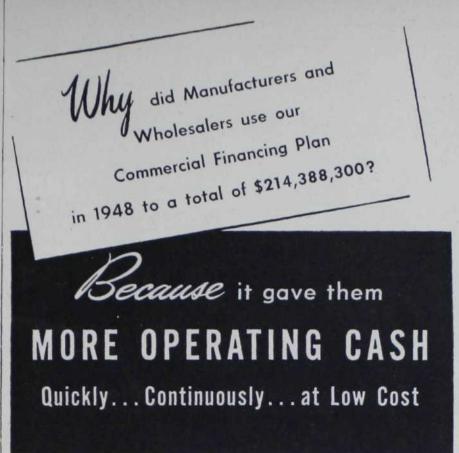
### Some erosion is good

IS THE process of erosion which created these deltas necessarily evil? No, say the soil scientists. Just as a snake sheds its skin, it is healthy for a certain amount of soil to be stripped away each year. In some areas, this process proceeds at a leisurely rate. It would take an acre of East Texas blackland on a four per cent grade 900,-000 years to lose a foot of topsoil. A single year of heavy rain might accomplish as much on a plowed hillside in South Carolina. The average for the entire United States is one foot of soil per 8,000 years. Some of this soil goes to build the lush river valley farms, some goes to build great river deltas, the rest goes to the oceans.

This isn't to say that good soil conservation practices are a waste of time and money. Contour plowing, terracing, putting steeper slopes to pasture or forest are all designed to slow the processes of erosion in places where they proceed at a dangerously rapid pace. Similarly, employment of cover crops slows erosion and raises land productivity. These steps, in other words, are designed to halt the erosive process in places where old soil is being washed away faster than new soil can form.

In general, the soil scientists find few points of agreement with those who say we have mined the soil of fertility, and must inevitably pay a terrible price for having done so. On the contrary, they say, man has done a pretty remarkable job in increasing soil productivity. Sugar plantations in Puerto Rico yield more today than they did 300 years ago; Hawaiian food production has been stepped up enormously; Florida and California are giant food producers where they were sandy wastes a century ago.

In sum, then, man appears to have done a creditable job with the soil. How good a job the soil has done in producing MAN, MODEL 1949 is more debatable.



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Harold S. Rand parlays less than \$7,000 a year and an interest in others into a \$3,000,000 return EVERY city has a weak spot in its economic armor. Here is how one town got itself out of a dilemma by aiding others

### In Rochester

### Growth Follows a Plan

By MURRAY TEIGH BLOOM

NOT LONG ago one of the most surprised men in western New York was an account executive of a large advertising agency who had come to sell city officials of Rochester on a promotion idea. He prepared the ground for his sales spiel with an elaborate presentation of the "Why Not Locate Here" ads of various cities and states. Halfway through his presentation he was stopped by an unconvinced city official.

"Look," he said, "if you want Rochester to start a campaign to get new factories here you've certainly come at the wrong time. In the first place we barely have enough skilled workers to go around. There's practically no unemployment in town. Factory space is just about unobtainable, office space is almost as precious and the housing situation is awfully tight.

"To top it all, we already have one of the highest per capita incomes in the country."

The advertising man gave up, of course. There was no getting around it. Rochester had a lot to be smug about. Fortunately the city officials didn't allow their self-satisfaction to cloud their thinking

about other business needs. For there was something that Rochester needed—and needed badly.

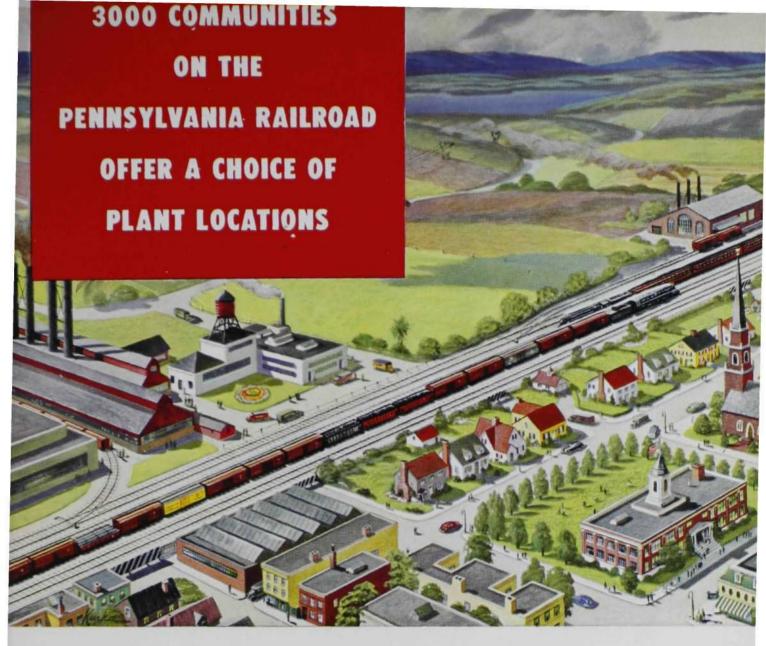
Today, thanks to some bright thinking, an annual campaign expenditure of less than \$7,000 and the talents of a young government expert, a good part of that need has been met.

More specifically, the city has gained at least \$3,-000,000 worth of new business annually and that's just a beginning. The drive is still continuing and gaining momentum.

Moreover, none of these millions of dollars in business is due to factories lured from other sections. It's all *new* business.

The secret of Rochester's success is so obvious and so simple that many will wonder why no one thought of it before. The rest will wonder why their cities can't adopt a similar plan. There isn't any reason why they can't.

As far back as 1938 officials felt something should be done about Rochester's weakness in distribution. Always an important manufacturing center cameras, men's clothing and radio equipment mainly—the city has long been weak as a distribution



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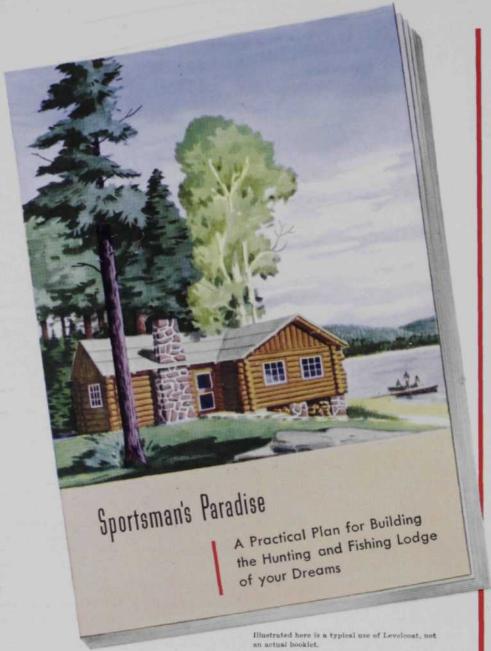
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Compare its swan-smooth surface with the paper you are now using. Test Levelcoat on your delicate printing jobs. Discover how this smoother texture can improve the quality of your printing. And remember that Levelcoat is precision-coated with the finest of "face-powder" clays to give such perfect performance.

### Look at Levelcoat... for printability

Vitally important to performance on the press is the quality of pickresistance...in which Levelcoat excels. Yet this is but one of many features which help prevent expensive stoppages. That's why Levelcoat is such a favorite—for trouble-free performance means lower cost to advertisers, better returns for printers.

> Levelcoat printing papers are made in these grades: Trufect\*, Multifect\*, and Rotofect\*.



KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN

center. Then the war intervened and nothing was done about it.

On April 1, 1946 the city's commissioner of commerce, Harold S. W. MacFarlin, announced a plan whereby out-of-town manufacturers would be encouraged to establish distributors and wholesalers in Rochester to cover the city and western New York. He promptly dumped the plan into the hands of the city's newest employe, 33 year old Harold S. Rand. On the same day the plan was announced Rand had started his job as the city's new public relations director and deputy commissioner of commerce.

He was a particularly happy choice for the job in spite of the fact that he had just joined the city payroll after a three-year stretch with the Air Transport Command. Rand, who came to Rochester in 1930 to study government at the University of Rochester, had come to know the city intimately. After completing graduate work in 1935, he joined the Bureau of Municipal Research which is privately endowed and supported by local industrial, banking and business interests. It is specifically aimed at assisting local government in establishing improved and more efficient methods of administration.

The first day on the job Rand drew up a letter that was sent out to hundreds of manufacturers who did not have distribution in Rochester or western New York. He wrote ads with a similar theme for leading

newspapers and business magazines.

A few days later Rand got his first local customer, Nicholas M. Ulterino, a 34 year old Navy veteran who was anxious to go into business for himself as a jobber. After finding that Ulterino was interested mainly in handling lines of paints and maintenance supplies, Rand checked on him with former employers and with his bank. Response was favorable.

By this time Rand had nibbles from a sufficient number of manufacturers throughout the country to select a few lines for Ulterino. Various brands of paints and maintenance supplies were chosen and Ulterino then wrote to the companies directly. The deals were closed and today Ulterino has a prosperous distributing business, UNO Products Sales Company, and several men working for him covering

the rich western New York territory.

Since that initial success Rand has built up several coded card files of national manufacturers interested in getting distributors in Rochester, and additional files of local distributors looking for new lines to carry. The trick. however, is much more

In the first place, Rand made it clear in the letters he sent to manufacturers that his office was interested in getting them Rochester distribution only if they were

than merely pairing off the appropriate cards.

not already represented in the city. He wasn't out to create competition for already existing lines.

Second, and perhaps most important, he adopted an enlightened public service viewpoint. Manufacturers interested in getting Rochester representation were asked to send samples for testing, particularly those in chemical, paint, insecticide and plastic fields. The products were tested by city chemist John Temmerman and on the basis of his report Rand would decide whether or not he would help the manufacturer find a local distributor.

"If the product is going to be sold to the people of Rochester and the surrounding territory we want to make sure that it is a good product and will do all that is claimed for it. Surely no reputable manufacturer has anything to fear from such a test," Rand told them.

To date 478 distributorships have been placed with wholesalers, jobbers and sales representatives through Rand's office. The majority of these are

for products made by small and medium-sized manufacturers who naturally have not developed the well integrated and tightly knit systems of distribution that characterize the big manufacturers. Fairly typical of the firms and products are the Livingstone Engineering Company (electric steam generators); the Auto-typist Company; Filter-Soft Water Softener System; P. J. Burke Packing Company (sea food); Conco Engineering Company (cranes and hoists); Safe-T-Seal Laboratories (waterproofing materials); Monroe Pecan Products; Colfax Corporation (tapes and papers); Perm-Aseptic Corporation (moth-proofing materials); and W. C. Dillon and Company (scientific instruments).

Every day Rand adds new cards to his files. He carefully checks the advertising columns in New York papers for new accounts and the new products columns in various magazines. He sends out 40 to 50 letters a week inviting manufacturers of new products to use his office in order to find a suitable Rochester distributor. About 40 per cent of the let-

ters pay off in the form of new distributor-

At the start, Rand established an effective and continuing liaison with the Rochester Chamber of Commerce. In fact, Rand admits that without the Chamber's help the plan would never have been as effective. For example, through the Chamber he has been able to get credit information on the hundreds of companies offering products for distribution in Rochester. He also got Chamber backing when a few out-of-town manufacturers became suspicious of the plan's intentions. In turn, the Chamber has made it a point to channel all inquiries on distributing possibilities to Rand and to send to his office anyone interested in starting out in the distributing line.

One day Rand dropped into the office of a good friend, Garson Meyer, chief chemist of the Kodak Camera Works. He found Meyer fiddling with an unusual plastic ring about

five inches in diameter which he had just finished making. It was, the chemist explained, for his mother.

Rochester was just getting dial telephones for many sections of the city and his aged mother's failing sight made it difficult for her to read the



When a clothing firm wanted tailors, Rand had the answer

The "Big Hand" is alwa

out for men with ideas

call letters and numbers in the phone dial circles. So he contrived this plastic ring to fit around the outer edge of the dial circle with letters and numbers five times the size used ordinarily by the phone company. In addition, he also solved the problem of a blind woman friend of his mother's. He used raised letters so that she could feel them with her fingers.

Rand was immediately impressed with the device, urged Meyer to patent it and promptly started to think of a local manufacturer who could make it in quantity. Arrangements are being completed at this writing and Meyer, who made the plastic dial ring only with his mother and her blind friend in mind, is likely to be acclaimed as the inventor of a badly needed item. Manufactured in Rochester, of course.

### New products to make

THE incident set off some trigger reactions in Rand's fertile mind and a few days later he came up with an idea and an ad. All over the country, he felt, there must be amateur inventors with various useful gadgets they had patented but didn't know how to market. Why not invite them to submit details of their inventions for consideration by local manufacturers seeking new products?

The ad, placed in various Sunday newspapers and popular science magazines, was tremendously effective. The headline of it read:

"Have you a better mouse trap? If you have, Rochester wants it."

To date some 1,400 patents have been offered Rochester firms through Rand's office. Two of them were actually for improved mouse traps. In addition, of course, there were hundreds of unpatented ideas. A Mexico City teacher had a new plan for world government—guaranteed to work. A Canadian had a new idea for an inexpensive helicopter.

Every serious patent was given a thorough examination by Rochester manufacturers. The Stromberg-Carlson Company checked an improvement for a radio receiver patented by a Palestinian engineer before they decided it wasn't quite for them. On the other hand the Crosman Arms Company found itself interested in an automatic target patented by a New York city man. When a bullet hits this target it is automatically registered back at the firing pit.

A Coloradan devised a face mask for tractor drivers that the E. C. Brown Company of Rochester is interested in. The firm makes agricultural spraying equipment.

In one case, the inventor of a new kind of smoke filter is having his device given a full-scale test in Rochester through Rand's help. Rand persuaded a firm now building a new factory wing to install the device in the smoke stack. If it works as well in practice as it has in tests, the device will be manufactured in Rochester.

The ads asking for new patents had an unexpected and profitable aftermath for many local firms. After seeing the ads various manufacturers outside of Rochester wrote to Rand. Did the companies interested in new patents have some extra capacity to handle more work? Would they be interested in subcontracting work? As a result, about 25 manufacturers have landed these unexpected subcontracting jobs, mostly in the optical, plastics and machine tool fields.

One day not long ago a building contractor dropped in on Rand and said: "I've got a little invention of my own, right here." With that he took out a small feather coated metal plate from his pocket. It was, he explained, a new kind of spinner for fresh water fishing. The only trouble was that in addition to the spoon the spinner had a special combination of rooster's hackle feathers. The contractor was thinking of manufacturing the spinner himself as a sideline but first had to locate a steady source of supply of the special feathers.

Fortunately Rand was able to find a reliable source of the necessary hackle feathers.

Rand's farm background sometimes seems to lead him a little far afield as far as Rochester's direct business welfare is concerned. Right now, for example, he is doing considerable "missionary work" among fruit growers of surrounding Monroe County. He would like to get them together in a cooperative so that they could clean, select, wrap and crate their top-grade fruit for the better New York city market. The "fancy" fruit would, of course, fetch much higher prices.

When a Rochester business man asked why a city official should be helping out farmers who weren't on the city's tax rolls, Rand had a ready answer.

"The way I see it," he said, "is what helps the farmers of Monroe County helps Rochester. The city is their natural shopping center and if they get better prices for their fruit they will have more to spend in Rochester."

Most men would find these self- dal, they wrote to Rand and asked imposed extra assignments, plus for help in locating suitable ma-

operating the Rochester plan for distributorships and patents a fulltime job in itself, but Harold Rand manages to find time—in an average 12 hour working day—for his other regular tasks of writing the city's annual reports and publicizing various city activities.

"Actually," Rand explains, "all the jobs add up to the same thing. My main job is to help the business community of Rochester. Anything that enables us to make the city's new slogan, 'In Rochester Government Helps Business,' meaningful I consider part of my job."

#### More tailors needed

AT a recent Rotary meeting Rand was invited to talk about the success of the plan. When he finished a local custom tailor came up to him and said: "Young man, if you really want to help the business men of Rochester, help us get some tailors."

Only vaguely aware of the tailor shortage, Rand went to see Harold Rauber, vice president in charge of personnel at the Hickey-Freeman clothing plant. In spite of the high wages experienced tailors were making in Rochester—many of them were averaging between \$5-6,000 a year—American youths shunned the field. They were impatient of the long apprenticeship involved and generally regarded tailoring as a sissyish field.

After he got the details Rand asked: "How many tailors can you use?"

"We could use at least 200 more skilled tailors at the supervisory level right now," the surprised vice president told him. "Why, do you know of any?"

"Not right now," Rand answered, "but let me check."

He first contacted the Italian, Norwegian, Swedish and Danish embassies in Washington. These countries had liberal emigration policies and were willing to cooperate in getting some of their skilled countrymen here. After weeks of work through the embassies and federal agencies, the tailors were found and are, at this writing, on their way to Rochester.

Last year two young Rochester business men went to Haiti for a vacation. While there they became impressed with the business opportunities available on the island. After checking various possibilities they decided to go in for the manufacture of sandals woven of sisal grass. Foreseeing a mass market in the U.S. for the novelty sandal, they wrote to Rand and asked for help in locating suitable ma-

chinery to do the special weaving job. Rand found the machinery in New York and the two partners in Haiti promptly ordered it.

When he tells this incident Rand is a trifle apologetic about the fact that Rochester didn't benefit from his assistance in this matter.

"But I'm sure," he adds hopefully, "they will be glad to have a Rochester distributor for western New York once they get into full-

scale production."

The city has, of course, received numerous inquiries from other cities about the operation of the plan. After all, any plan that can parlay a mere \$7,000 investment in advertising into an extra \$3,-000,000 annual income for the city's business men and manufacturers is worth looking into. However, many inquirers think there is a gimmick involved because the plan seems to be too good to be true.

When I raised the question Rand admitted that there is one gimmick necessary for the plan to work. "Besides the ability to handle the ads and the direct mail, the man who is running the plan must have certain other attributes. He must know his business men; he must have their confidence, and above all he must have a genuine desire to help them."

### Chamber aids plan

THE business men and Chamber of Commerce officials to whom I spoke are convinced that Rochester is doing an unusually fine job. Milton E. Loomis, executive secretary of the Rochester Chamber, was one of the many who praised the plan highly. City Manager L. B. Cartwright thinks that other cities will, of necessity, have to render similar services. Only in this fashion, he concludes, can the modern city administration insure its business community against obsolescence and decay.

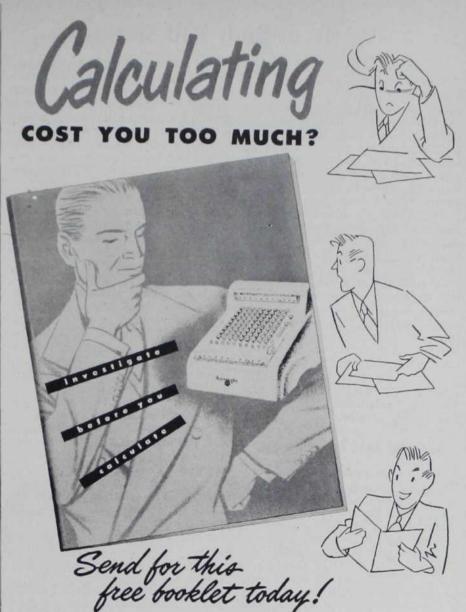
Does the plan step on anyone's toes? Well, there are some people who want to kill Santa Claus and there is at least one Rochestrian who would like to see the plan killed. A few months ago he burst into Rand's office. He was a local business counselor who found new products for local distributors on a percentage basis.

"You don't have any right to cut in on my business. Why, you're giving away what I'm charging money for," he expostulated.

Rand's calm, measured answer

rendered him speechless.

"Don't you think it's time we started giving the business man something for nothing?"



How does the kind of work to be done affect your choice of the right calculator? Can you reduce calculating costs by using new short-cut methods? What is the best way to judge the effective speed of a calculator? What is the relation of machine cost to operating cost?

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WHEREVER THERE'S BUSINESS THERE'S

### Burroughs



Burroughs Adding Machin	e Company
6081 Second Avenue	
Detroit 32 Michigan	

Please send me a copy of "Investigate Before You Calculate."

Name

City\_

State

### Waste of Body and Spirit

(Continued from page 42) the great majority of epileptics!

At more than one county home in the midwest I saw equally brutal mishandling, likewise born of ignorance and fear. One superintendent told me about "a woman we're afraid of, she has tantrums, and I always have a stick in my hand when I go near her." Yet evervone with know-how about disturbed mental patients is aware that this is just the wrong way to deal with them because it is the most likely to make them assaultive. At another "home" in the same state, old men who had harmless delusions or senile habits of absent-mindedly taking off their clothes were kept in solitary confinement in iron cages in a moldy building. I inquired whether they ever got out for air and exercise. "Oh, no," the matron replied, and added, with withering contempt for my foolishness, "Old people don't need exercise."

#### Trained care is necessary

WITH the physically ill, too, untrained people are likely to deal un-understandingly. In a third midwestern home I was shocked to learn from a 70 year old woman that she had been in bed for more than two years because of a broken hip; my aunt, who had broken her hip at 87, was walking about good as new at 88. "Couldn't she get up?" I asked the pleasant little young matron. "Oh, she could," the matron answered, "but she says it isn't worth the effort, so I don't bother her." Skilled nurses know how to encourage patients to make efforts so they will not spend the rest of their lives in bed.

Everywhere I went there was a terrible idleness and an even more terrible silence. Men and women sat and stared or lay and stared, with nothing to do and nothing to talk about. I have not heard of residents ever being taken off the grounds for trips into town or to go to church or the movies; I have rarely seen places where they could keep any little possessions of their own, such as family photographs or the trinkets old people love to hoard. Bodies are just about kept alive, but not spirits.

"Well, anyway, it's better than what they were used to at home." I was told over and over. From no angle does this cliché excuse conditions. For one thing, the poorest

home has compensations lacking in the best institution. For another, any community-supported project should exemplify at least decent standards. Above all, the statement just isn't true-plenty were used to much, much better. The long drawn out illness that is on the increase with people's living longer can impoverish even millionaires. "There are a few ex-bankers, some former good business men, men who were good farmers, and even a number of professional men and women in our population," reports the superintendent of a midwest county farm. "The majority of residents of county homes live there today because of chronic illness, not because they come from the lowest economic and social levels or represent the least productive elements of society," says Dr. Howard A. Rusk, nationally known authority on rehabilitation.

But the hangover idea that the poorhouse is the last refuge of only the dregs of society, the shiftless, the immoral, the pariahs dies hard, and largely accounts for the community's turning its back on it. Clergymen may go there to hold weekly or monthly services; church groups and women's clubs may send gifts or provide occasional entertainment; but by and large, it evokes no more personal visits and sometimes less concern than the city dump. As an experiment in one community, I asked half a dozen leading men-a former judge, a banker, a department store owner, a produce dealer, and a personnel manager-whether they had ever visited the county farm a few miles out of town. Five of them answered "No," one adding, "Where is it?" The sixth had been there once. As a member of the Lion's Club, he volunteered transportation for wards of the county and had once deposited a new resident at the door. He had not, however, gone inside. I cannot prove it statistically, but my guess is that similar results would be obtained upon inquiry almost anywhere; this community was upand-coming and more than usually civic minded, yet its county farm was as appalling as the rest.

Even the Census Bureau does not know how many county farms there are, and most states have no supervision over them. They are a purely local matter, and there is no pat, over-all answer to "How can we abolish ours?" Much de-

pends on what other community resources are available, size and type of present population, and many other factors.

Some general principles, however, are applicable to any attempt at a clean-up. First of all, survey your county farm from every angle. What is it really costing the county? How many residents has it? Who are they, in terms of physical and mental health based on a physician's thorough examination, and what is their past and potential place out in the community, based on a social worker's findings?

### Get all the facts

WITH the facts in hand, and still with professional help, determine where they might go. Are any eligible for old-age assistance? If so, getting it might make just the difference between their relatives' ability and willingness to and not to take them in. Should they go to specialized state institutions? Do they belong in hospitals, or nursing homes? Or might they even be able to live on their own with some social service, visiting housekeeper and/or visiting nurse help?

A caution here: don't assume that "nothing more can be done" or that "he or she will-always be helpless." Where real rehabilitation efforts have been made, results have been amazing. In one county home alone a 57 year old amputee whose artificial legs didn't fit was trained to walk in new legs and now earns his living as a railroad crossing watchman; a 63 year old man, supplied a leg through his state's rehabilitation service, now works in a local brewery; a 46 year old auto mechanic, formerly paralyzed, has returned to work; and many others, previously bedridden. are walking.

If properly and carefully done, placement for the county farm's residents may take as much as a year or more. While you are working it out, improve the place where they must still live by making it more habitable if its facilities are substandard.

A county commissioner who took his job seriously and a group of citizens in a county in an eastern state proceeded along these lines. Immediately they cleaned up and repaired an ancient almshouse in deplorable condition; ultimately, when each of its residents was more suitably and happily placed, they closed it down. Two chronically ill men and one woman were sent to nursing homes, one to the state chronic hospital. An acutely ill man went to a local hospital and another man, found to have active

tuberculosis, to the state sanitar- |. ium. An elderly feeble-minded woman went to the appropriate state institution, and a young feeble-minded man with the mentality of a child of four boarded with a family with whom he enjoys life.

Incidentally, the preponderance of men over women in this almshouse is typical. Many county homes have only one or two women residents, some none. One survey showed that there were four homeless, unemployable men in county institutions to one woman.

Though it is surprising how many community resources there are if you really look for them, you may find it impossible to make satisfactory arrangements for all present residents. For instance, the specialized state institutions may have long waiting lists, visiting nurse service may be inadequate to enable ailing old folks to live at home. Enough places for chronic invalids, rich and poor, are hard to find everywhere. The long-run job, here, of course, is to get all such facilities expanded; but immediately, you have the problem of handicapped people who need a roof over their heads. If there is only a handful of them, it is uneconomic to maintain your own institution; the efficient size for a public nursing home is not under 50 beds, preferably 100. Consolidation with other counties in a similar situation is one answer here.

#### County homes eliminated

OF the 63 county homes Alabama had in 1935, only three remain, and these are sizable. Some of the former residents of the others have gone to state institutions, but most, with small old-age assistance grants and a little publicly supported medical care, are living with relatives or friends or in boarding homes. There has been no campaign to re-open the almshouse from any county.

No modernization is achieved without effort. You will have to battle against the sentimentality of those who take the almshouse as a symbol of local warmheartedness and against such objections as "they should be kept near home among their friends and neighbors" which haven't held water since there were good roads and rapid transportation. You may find yourself with a political fight on your hands since superintendencies of county farms are likely to be political plums. But difficulties have never stopped Americans from making progress. When machinery is obsolete, we scrap it!



Plus applicable taxes

When you buy a Burroughs, you buy advanced features and precision workmanship that give you speed and ease of operation plus rugged dependability. You buy the product of a longestablished organization world-famed for quality and service. That's why this Burroughs at \$125 is a truly exceptional value. Call your local Burroughs office for immediate delivery, or write Burroughs Adding Machine Company, Detroit 32, Michigan.

### Burroughs





Learn how thousands of business men, in every line, are boosting sales in spite of conditions—with 1 messages—printed and illustrated in a few minutes on gov'nt post cards—with amazing new patented CARDMASTER. Your "today's" ideas, read by your prospects next morning. Not a toy, but a sturdy advertising machine, built to last for years. Low price, sold direct. Guaranteed for five years. Send name today.

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CARDMASTER COMPANY





#### Big new **CROSLEY** Coming or going, it's the

Smartest car on the road!

Crosley is truly a fine car. Again Crosley leads the way with America's highest compression ratio - 7.8 to 1. Even more power, and greater economy-up to 50 miles a gallon. Costs less than an 8-year-old high-upkeep used car. Prices range downward from the Station Wagon at only \$929 F.O.B., Marion, Ind.

#### NEW CROSLEY SEDAN DELUXE

is bigger! New speed line styling, rich interior, choice fabrics. Seats 4

#### NEW CROSLEY STATION WAGON

with larger, longer body lines. Seats 4, or 2 with 1/4 ton load. All steel. No increase in price





Though the company has never conducted a sale, customers still flock in

### Bargains - But no Basements

By JACK B. WALLACH

WITHIN a few years Robert Hall Clothes has leaped from a standing start to second place (in terms of dollar volume) among the nation's men's, women's and children's apparel chains. By the end of 1948, it was crowding the leader and threatening to pass it. The company had passed the \$50,000,000 mark in volume only a year before.

A success of this kind naturally interests retailers everywhere. Its physical expansion and business growth in two years raises some pertinent questions.

Robert Hall's progenitor was the Samuel Stores Chain, which was succeeded by Case Clothes. The latter, after its purchase by United Merchants & Manufacturers, Inc., a \$98,000,000 corporation, took the name it bears today.

Although the chain itself was only ten years in the making, its real start is even more recent. Only NOT ONE for frills, one of the fastest growing apparel chains is making retailing history with garments sold off old-fashioned pipe racks

a few years ago, Louis Ellenberg, who sold out to U.M.&M. and remained with the organization, was determined to try out a retailing formula. He wanted to sell apparel at the lowest possible mark-up. To test the idea he took loft space in a Connecticut factory town. The location wasn't even accessible. As Ellenberg puts it, he wanted to make it "hard for people to reach." He wanted to find out to what lengths (and distances) people would go to save money.

At a time when many stores were trying to dream up new services for customers and new Hollywood set effects, Ellenberg was trying to discover how much business he could attract with raw value.

His only fixtures were pipe racks. He offered no service. He did business strictly for cash—and carry.

Prejudice, he soon discovered, was his major problem. There had been pipe-rack stores before and their reputations were not always savory. Even today, Ellenberg admits, prejudice against pipe-rack stores still must be overcome.

Robert Hall Store No. 1, however, had something different to offer.

Its formula called for doing business at such low costs that it would be able to offer compelling values day in and day out.

The pilot store flourished and it fathered a lengthening chain. As units were added, overhead was spread more thinly, and mark-up was shaved. Ellenberg is confident that he will always be able to lower mark-up percentagewise as the chain grows in number.

This might be called the R. H. factor in retailing, and it is a factor that promises to become a growing influence on American retail distribution.

A recent incident illustrates the growing significance of the factor. The chain opened a store in a midwestern community. Local opposition sprang up, and the new unit was declared an "outlaw."

The new store had run afoul of a state law which required merchants to sell their wares at six per cent above cost, plus shipping charges. (This incident affords insight into the R. H. percentage of mark-up.)

Faced by this legal obstacle, the chain proposed to acquaint the community with the facts in the case. It prepared full-page ads to inform consumers why it couldn't sell them apparel at "lowest possible prices." The advertising never ran because local opposition did a fade out.

In another city the store's comparative price advertisements drew a storm of complaints from indignant merchants. Newspapers found such advertising unacceptable.

In this instance, the chain invited the newspapers and the Better Business Bureau to verify every comparative price claim. It even offered to withdraw any that couldn't be proved to be conservative. Finally, it offered to drop comparative price advertising if other merchants would do likewise.

Again objections were with-

Today, the chain uses more than 120 radio stations for its "spot" and "break" announcements. Newspaper advertising accounts for an equal share of the chain's advertising budget. In 1947, approximately \$2,000,000 was spent in both media. Last year's budget was considerably larger because its appropria-

tion amounts to about four per cent of its total dollar sales.

Frank Sawdon, one of the foursome that teamed up to put over this unique retailing success, divides his time between the New York advertising agency that bears his name, and Robert Hall Clothes of which he is vice president in charge of advertising and sales promotion.

Sawdon is consulted when a new unit is under consideration. If a store cannot be advertised successfully, it is passed up. So far, stores have been established only in cities of 100,000 or more—from Texas to Massachusetts.

When a store location is chosen, its advertising budget is set by the sales volume projected for it. The over-all budget therefore is the sum of 68 unit budgets.

Copy appeal, Sawdon explains, is directed to people who feel the pinch of living costs. Recent advertisements, for example, recalled when eggs were 27 cents a dozen, and turkey 27 cents a pound—in 1940. They then went on to declare that R. H. has turned back the clock in merchandise prices by of-



Throughout the chain fittings are identical, pipe racks and nothing more

fering 100 per cent all-wool, hard-finish worsted suits for \$29.95 and 100 per cent all-wool fleece and cheviot overcoats for \$22.95.

Radio jingles inevitably end on the same note: "low overhead." Sawdon points out that the company story is told matter-of-factly in its advertising.

Despite its potent promotion, R. H. denies that it competes with department and specialty stores. Ellenberg, for one, points out that some people prefer to pay five cents for a cup of coffee at an automat while others gladly pay 40 cents at a swank hotel.

The latter patron, he says, wants napery and a waiter with his coffee. The former is engrossed in the grim struggle to make ends meet. Both, he acknowledges, get their money's worth, but different means make for different tastes.

The company was able to expand during the war because it could start a new unit wherever a loft building floor was available. Today, at least half of its stores still are operating in loft buildings.

While conventional types of stores were compelled to mark time because of the ban on new construction and the lack of store equipment and fixtures, R. H. went right ahead. Racks and merchandise could be moved in in a day.

Because of this wartime growth, the legend grew that the chain's stores had an advantage over other stores because of its U. M. & M. affiliation. The parent corporation's chief holding is Cohn-Hall-Marx, one of the largest textile firms in this country.

For the year ended June 30, 1948, U. M. & M. reported a total sales volume of \$256,000,000 and a net income of \$22,000,000. The suspicion arose then that the chain's powerful backing gave it a vital competitive edge and assured it of textile supply at a time when supply commanded premium prices.

This suspicion was groundless. R. H. neither asked for nor received favors. Cohn-Hall-Marx could not soundly favor its fellow subsidiary at the expense of valued accounts of long standing. Its first consideration was the retention of the customers who would make or break its postwar future.

R. H. apparel is made of textiles produced by all the leading houses. Its ready-to-wear is largely manufactured on a cut-make-trim basis. Its large-scale fabric purchases are shipped to contractors who manufacture according to chain specifications. Some apparel is bought in the open market, but wholesalers are secondary sources of supply.

Occasionally nationally advertised women's apparel finds its way to pipe racks, but original labels are removed because prices are slashed on such goods. One garment made to sell for \$50 was ticketed \$38.50.

The concern contends that its mark-up is the "lowest in the industry." If this claim has been challenged, the chain is unaware of it. As nearly as the trade can calculate, the average mark-up is 21 per cent as compared to the average full-service store's 40 per cent or more.

#### Turnover is rapid

TURNOVER plays its role, too. Obviously, rapid turnover is essential to the maintenance of low markup. The company's stock-turn figures aren't divulged for understandable reasons, but it is known that its average dress department has at least a 14 time turnover annually. This is more than unusual.

When the organization was in its swaddling clothes in Waterbury, Conn., Louis Ellenberg determined to gain for his embryonic chain a reputation for fair dealing that would remove any taint inherited from other piperackers.

He laid down a policy of refunding the customer's money before asking his reasons for returning the purchase. Today, he boasts, no store returns money as quickly and pleasantly. If the customer hasn't any reason except change of mind, it suffices. In fact no reason is needed.

In spite of this liberal policy, annual returns are less than one fiftieth of one per cent of sales. Ellenberg suggests it is a small price to pay for customer confidence, good will and satisfaction.

Before spring has sprung into summer, the 68 unit chain will number at least 76.

At present, the policy is to standardize units. All are located in off-Main Street, low-rental areas. Their fittings are identical, pipe racks and nothing else. Self-service is the rule.

Store hours are the same everywhere—from nine to nine—and a large share of business is done after normal store closing hours.

Originally, the chain's lofts averaged about 5,000 square feet of selling space. Newer units occupy from 12,000 to 15,000 square feet and parking facilities are provided.

Standardization is extended to color schemes, signs and interior trims. Where paint is applied, it always is yellow and dark green.

At the end of 1948, the organiza-



tion, inclusive of factory, store and office employes, numbered less than 2,500, testimony to the efficiency of the chain's operation. It is more amazing when one considers that the store hours require the employment of two shifts of workers.

If one deducts from the organization's 2,500 total the several hundred employes of the Brooklyn factory he will agree that the remainder is a relatively small force to handle the distribution of some \$75,000,000 of apparel.

When the chain opened eight stores on a single day in Chicago, the event set a building as well as a retailing record. When the units were planned, the company was informed that their construction would take at least 18 months.

Ellenberg and his cohorts decided to take over the project themselves. Ground was broken on the eight sites on Nov. 1, 1947. The units opened for business on March 1, 1948. Some Chicagoans are still breathless.

#### Plans always available

ONE result of the Chicago experience was the setting-up of the company's own construction department. Standardization of store buildings has helped to expedite their erection. Plans and knowhow are always on tap.

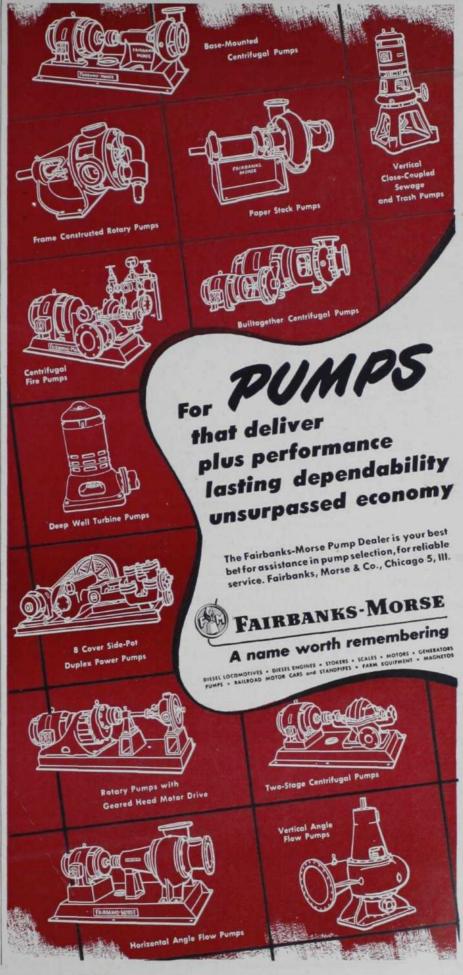
After eight years, the same quartet that launched the company still is in command. In addition to Ellenberg and Sawdon, it comprises Harold Rosner, executive vice president and general merchandise manager, and A. (for Achilles) Suyker, treasurer.

Many procedures defy retailing tradition. None of the stores has a display window. The chain has never conducted a sale or indulged in mark-downs. Despite its low prices, it makes no charge for alterations.

Considering the limited size of its largest units, assortments are extraordinarily wide. The average unit carries a stock of more than 3,000 garments and replenishments arrive daily.

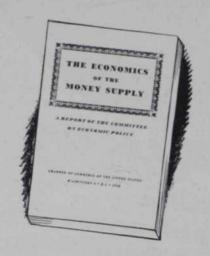
Every store in the chain is a separate corporate entity, each capitalized at about \$25,000. This policy even extends to the Brooklyn factory.

At 45, Ellenberg is not impressed with his success. He sees no reason why people shouldn't buy clothing as thriftily as they buy groceries. He believes his type of store was inevitable because "basement pocketbook customers were tired of descending into basements."



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# n the Lighter Side of the Capital

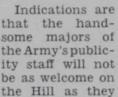
#### Resistance on the Hill

IN THE dimly remembered words of an old song—

"Tumetty tum tum. And under

the tree, the handsome major made love to me

Indications are that the hand-



used to be. There is a feeling in some congressional breasts that it has been a little too easy to go hither and you on army air. These congressmen say that a permanent Army is being built, and that one of the factors which should not be taken into account in the building is the petting of congressmen by the hardy soldiery. They name names, too, and talk about investigations. The weakness of their position is that it is embarrassing to blow the whistle on a friend. He might blow back.

#### Would it be Pat, now?

THE only shred of substantiation for this gossip is that Gen. Patrick J. Hurley has bought him a house in Washington, and his handsome wife is again on the Sunday pages and his pretty daughter has been properly presented to society and that President Truman—

The President may not be quoted. He is quoted now and then, but there is a rule against it. The practice is to write that this is what the President thinks. So the President thinks that our representatives in the U. N. have been needlessly refined. They have not called names when a little name-calling would have improved the position. He thinks that a lot of our folks are not even interested in people who are too polite. If he were on our team in the U. N. he would

outscream Vishinsky if he had to use an amplifier.

These are the reasons why some people think the Hon. Pat is due for a nice surprise.

#### Speaking of the Indians

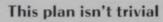
THE Hoover Commission's task force that reported on the American Indian found that he is about as much of a fellow as his white brother. He appears to be as smart and strong and honest in identical conditions. His fault is that if two Indians are walking along a trail in a reservation and they have

whisky in a bottle and one falls down the other keeps on going—

"Taking the bottle."

It would be difficult to persuade a veteran of the cocktail route that the walking In-

dian is making a mistake in tactics. What would the task force have him do? Take the guy home?



ANOTHER boner the Army has pulled—unless the Army can get away with it, in which event it is not a boner—is the new plan to spoon-feed newspaper correspondents for the next war. So some congressmen think, at any rate

"It isn't a sure thing there will be another war for a long time," they point out. "The Eberstadt report does not suggest hostilities very pronto. Nor does General Clay, who is right in the door."

They suggest that newspaper editors might not warm up to the idea of turning over their brightest young men to be indoctrinated as war correspondents. It doesn't take a reporter very long to learn to distinguish between a four star general and a second looie. But a re-

porter who has been taken right to the Army's heart in peacetime might possibly forget that this is a civilian nation.

#### Which recalls a story-

OF THE huge new army plane about the size of the Empire State building—which landed on a Texas



field after a frightfully tempestuous night in the air. The doors opened and 18 midgets filed out:

"My gosh, colonel," said the ranking general to the pilot of the huge plane,

"where did you get all the midgets?"

"They're not midgets, general. They're just newspapermen—with the gizzards scared out of them."

#### There's a moral in this

YEARS ago a hungry, ragged Greek boy sneaked off a Greek ship at the Brooklyn docks. Between the wars he sold his share in a Greek shoeshining syndicate in a western state and returned to Greece:

"A rich man. I bought a castle and vineyards and olive groves."

World War II ruined him. The Germans took all his loose property and, when peace came, his compatriots seized his castle. His wife and sons were dead and he was again a beggar on the docks. The Americans came to Greece with their money and their easy ways and in no time at all he was rich again.

"I tried to tell them what was being done to them," he said when he passed through Washington. "They would not listen."

#### Fits into a pattern

AN AMERICAN who has been an employe of the Government almost all his life returned from Greece and heard the repatriate's story:

"Probably true," he said. "When I left there were 40 \$12,000 a year men in Greece. In all the other countries Paul Hoffman's ECA only has 50 men at \$12,000 a year. So I was told. I did not inquire too closely. Think I want to blow myself out of a good job?"

#### On being fair to Bess

THE handsomest man on the President's staff—that leaves the field reasonably open—said he would like to see some magazine

print a story that would do justice to Mrs. Truman.

"She would not cooperate," he said. "She does not want anything of the kind. She has kept out of the public eye to the best of her considerable ability. The other day the President said:

" 'I'll put that up to the boss.' "

Some of those who heard him probably did a little quiet chuckling. But she is the boss on her side of the line. She never mixes in state affairs. She has the old-fashioned idea that she was not elected to anything on November 2. It burns her a little when she is referred to as the First Lady, as though this were a country that confers titles on people.

#### Anyhow, it's a guess

MAYBE you haven't noticed, said the handsome man, but she has what might be called a firm eye.

Not hard, mind you, but not soft either. Not an eye that lights up at glamour. He would be willing to bet, he said, that when Mr. and Mrs. Truman and their daughter Margaret en-



tertained Mme. Chiang Kai-shek at tea the feminine Truman eyes did not noticeably take the visitor into the circle:

"They probably advised the lady from China to do her stuff, but good."

#### Nota bene: "I knew him when"

NOT that anyone wants to keep David K. Niles out of the news, but in any event it could not be done. He is as close to the President as his right arm. He rarely speaks for publication but lots of people think they often hear his voice. An old-timer expressed his admiration:

"Dave's good," he said. "He is very good. He must have more stuff than Citation. Only he didn't show it when he was a kid."

The man who knew him when said the young Niles had been fired:

"In extenso, you might say."

By every city editor in Boston. He was determined to be a newspaperman and the task of persuading him not to be was a communal burden. The man's impression is that Niles never made the grade, but he tied on with Harry Hopkins and now he sits at the right hand of the President. It just goes to show. The man is not sure what.



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#### "Every Man Would Be a Poet Gladly"

(Continued from page 39)

a spate of them. Many were written by parents whose boys had been killed and who had never tried their hand at writing verse before.

"I couldn't sleep," a typical accompanying letter would say, "so I got up and scribbled this, just to relieve the tension in this lonely house."

The death of any well-loved public figure brings a high tide of original poems. They are, Malone believes, a pretty sound index on who the real idols of the people are. Ball players, for instance, apparently stand higher in esteem than military men. Babe Ruth's death last summer brought a flood of "Dear Babe, now that you've headed for the Last Great Game. . ."; but none was contributed on the death of General Pershing.

Franklin D. Roosevelt's death brought in some verse. But the person Americans most acutely feel the loss of, it would seem, is someone who could make them laugh. It is likely they would have spelled out more of their grief in verse for someone like Mark Twain. A record-breaking stack of poems marked the death of Will Rogers.

#### Popular verse still leads

TASTES in poetry change little with the years—at least among Americans. Most folks still prefer popular verse to the classical—more than two to one. Which means that Edgar Guest and Ella Wheeler Wilcox still command thousands of followers. But Kipling, Longfellow and Tennyson remain high-ranking favorites. The so-called difficult or obscure poets like Robert Browning, William Wordsworth, or the modernists like W. H. Auden, E. E. Cummings, and Nobel Prize winner T. S. Eliot, are almost never asked for.

Even free verse (rhymeless and without a set meter)—and with which Americans are fairly well acquainted since Walt Whitman acquired world renown, has affected Americans' poetry likes very little. Few people ever asked that free verse be read on the air. However, Eddie Cantor asked the equivalent of it one day, without being aware of the fact.

Cantor told Malone there was a poem which got the comedian promoted every year in New York City Public School No. 2, despite atrocious marks in his studies. "It was a poem," Cantor said, "that brought out all the 'ham' in me, and its name was "The Soul of the Violin." Cudgel his memory as he would, though, all he could remember of it were these lines.

It has come at last, old comrade, It has come at last:

The time when you and I must say good-by. . . .

Malone asked for the other lines of the poem on the air, and was immediately swamped with copies of "Ghosts of the Violin." But shades of Stradivarius! the sheafs of paper, in long hand, short hand, typewritten, and in books themselves, revealed that "The Soul of the Violin" was not a poem at all, but prose! It was such rhythmical prose, however, that it might very well have passed for free verse.

Informed of this, Cantor's eyes banjoed bigger than ever.

"My friend," he said, "when prose does what that piece did for me, it is poetry."

Malone has found that many congressmen are poetry lovers and that, like ordinary citizens, they, too, have their pet bits of verse which they believe helped them to success in their careers. One Nebraska congressman, for instance, set great store by these lines:

Only men can make
A nation great and strong,
Men who for truth and honor's sake
Stand fast and suffer long.

And a quatrain by the eighteenth century poet Alexander Pope was the guiding star of a congressman from Ohio. "Perhaps," he wrote, "it will be worth a little something to many others just now."



Vice is a monster of so dreadful mien

As to be hated needs but to be seen. Yet seen too oft, familiar with her face.

We first endure, then pity, then embrace.

A curious thing is that not many people go overboard for humor in verse. Most people apparently prefer to take their poetry seriously.

An exception bobbed up, however, when the new look in women's clothes arrived. Many humorous poems were written—humorous, but satiric and critical. Malone read some of them and himself blasted the new look as regrettable in an ill-clad world. He received more than 97,000 letters approving his stand.

#### Business men are serious

"WHAT kind of poems do business men go for?" Malone is often asked. Usually for those of highly serious tone, his files show. Poems of uplift, integrity and encouragement rate high with them. Typical is this one which Malone received from a Wisconsin industrialist:

For when the one great scorer comes

To write against your name, He writes—not that you won or lost,

But how you played the game.

Whenever he is asked why his poetry-reading programs have been such an unbelievable success among supposedly poetry-allergic Americans, Malone has a disarming answer. "With no other specialist in the field the folks hungry for poetry have just gravitated to Malone," he says.

Pressed for further reasons, however, he usually comes up with this one: that poetry should be heard and not seen, and that to thousands of Americans he has made it heard for the first time.

"People write in: 'The book didn't seem as good as when you read it.' Of course not. They read it silently. Poetry is written to be read aloud. That's what I did. That's why so many go for it."

But a famous poet, Joseph Auslander, explains the secret of Malone's success in another way.

"Malone has rescued poetry from the abracadabra of the pedant and the mumbo-jumbo of the cultist," he says, "and given it back to the people—supplying them thereby with strength, courage and beauty in a confused and fearful time."

#### First Steps of a New Nation

(Continued from page 32) self as a spokesman for all dependent peoples. Romulo is one of the best friends America has in the General Assembly. He fervently advocates the path taken by the United States in granting independence to his country as the only one which other great powers can travel to lasting peace with their colonies.

During the 40 years of American partnership, Romulo points out, thanks to better food and living conditions, the average Filipino actually grew five inches taller. They became the most prosperous people in their part of the world.

#### English is often spoken

TODAY, virtually everyone speaks our language. One morning I heard Sen. Camilo Osias address more than 30,000 people in the huge Quiapo market in downtown Manila. Beginning in Tagalog, he had not uttered ten words when the crowd roared, "Speak English!"

On every side I saw Filipinos struggling valiantly against tremendous odds to keep up the standards of health and education set during the partnership with America. Progress in public health has been set back 25 years. The number one problem is the appalling increase in tuberculosis incurred as a result of the almost universal wartime malnutrition and starvation.

Despite the fact that 12,000 of the 15,000 schools in operation before the war were destroyed, 1,000,-000 more children are being taught. They crowd into nipa shacks and Quonset huts or huddle in the shade of acacia trees.

Trips through country sections showed me the tremendous odds against which the plucky farmers are fighting. The Japanese wantonly destroyed rice threshers and hullers, copra driers, abaca stripping machines (the plant that yields Manila hemp) and sugar refineries. Of 163 sawmills in the islands, they demolished 141. They killed half the horses, 60 per cent of the hogs and 80 per cent of the cattle.

Yet the Filipinos do not despair. Typical of their spirit are the weavers of Ilocano Province, whose looms were idle after the war because of lack of thread. Many families dependent on this cottage industry were hungry and desperate.

The weavers heard of surplus parachute ropes in a Manila warehouse and obtained some. They painstakingly reeled and joined them to fashion a smoother and stronger thread than the one they had formerly used. Soon hundreds of longindigent women, most of them war widows with large families to support, were busily shuttling out luncheon sets, table cloths and materials for suits and dresses. In six months they earned \$10,000, setting an example which inspired the Philippine Government to help 50,-000 others to find similar employ-

Don't go to the Philippines today if you are sensitive to noise. In Manila you will be awakened at six in the morning by the deafening din of hammering, sawing, and concrete-mixing. Homes to replace demolished ones are burgeoning in every section. Workmen are pouring asphalt for city streets, rebuilding sagging bridges, blasted railways and caved-in factories and warehouses.

The Filipinos envision a Manila even more beautiful than it was. Recently they selected Quezon City, an expansive site just outside the present municipal limits, for the new capital of the Philippines. Here they are making a fresh start, erecting scores of edifices more magnificent than those which made their prewar capital the "Pearl of the Orient."

Help from us is reaching the Philippines with agonizing slowness. Although U.S. wartime shortwave radios promised Filipinos restitution "to the last carabao," for their tragic losses, there has been only a trickle of back pay to former soldiers and hill fighters and indemnity to people whose homes and businesses were annihilated by our liberating bombs and artillery. Filipinos are pathetically grateful, nevertheless, for any settlements at all. Three thousand claims are now being paid off each week.

Noting that the U.S. dollars are giving wings to many Filipinos who formerly traveled between islands by small steamer or sampan, Quirino's government has seen to it that the Philippine Air Lines, Inc., which is 35 per cent government-owned, reaches every province.

cause of lack of thread. Many families dependent on this cottage industry were hungry and desperate. Even the bright cloud of political independence for the Philippines casts a shadow of possible economic

hardship. Having been tied to the mother country's free trade strings for years, the youthful nation is now pushed toward the arena of world competition. Under the Philippine Trade Act of 1946, free entry of their goods into the United States can continue only six years longer, until 1954. Then the tariff begins bearing down, increasing at the rate of 5 per cent each year until the Filipinos will be forced to compete with everyone else for the U.S. market. The country has built its economy almost exclusively around exports to us; a mere halfdozen years is all too brief a training period.

#### Local industry encouraged

UNDAUNTED, the Filipinos feel that, if they can meet the challenge, closing the doors of free trade will ultimately strengthen the republic. A high government official told me, "We Filipinos import virtually every garment we wear-socks, shoes, underwear and trousers. We bring in from thousands of miles away every knife, fork, and spoon, every glazed cup and saucer, plate, bowl and platter we use. We pay heavy freight costs on all the electrical appliances, plumbing fixtures, roofing materials and window panes with which we equip our houses." Islanders realize that their only hope for maintaining the standard of living now supported by our dollars lies in starting up industries which will produce for the local markets.

"We must put an end to this type of production which has divided us into two classes, a fabulously wealthy few and a depressingly large number of poor," a member of the Senate told me. In 1938, one per cent of the people enjoyed approximately one third of the total national income; 99 per cent earned less than \$250 a year. If under pressure of necessity they now develop new diversified crops and small industries designed to make the archipelago more nearly selfsufficient, a larger middle class will arise.

Twenty-five years from now the Filipinos hope to have a nation of more than 30,000,000 people, well-educated, politically mature and far advanced toward economic independence. They want to become living proof of their conviction that a government run by the people best promotes prosperity and happiness. If they succeed, the new republic will be a triumph for democracy, an example for the East and a strong influence for peace throughout the world.

### Help Yourself to Better Schools

By RICHARD SEELYE JONES

ERBERT McADAMS, a good looking young lawyer of Jonesboro, Ark., became a naval officer and got a ship shot out from under him in the Pacific. After extensive grafting and hospitalization he was able to return home to a popular welcome. Among honors thrust upon him was presidency of the local board of education. Hansel T. Winters and Caleb Watson, ex-Army officers who operated, respectively, a dry cleaning plant and a stationery and printing establishment in Jonesboro similarly were honored. Each was assured that a school directorship, while unpaid and a civic duty, was not onerous, would take little time, and would give prestige to a legal or business career.

As things have worked out the civic duty has been onerous, time-consuming, and mixed with some recriminations and abuse as well as prestige. The three GI's comprise one half of the board. Two other members, Dr. Ralph Sloan and R. H. Patton, auto dealer, also have become directors since the war. Ray Bautts, utility manager,

Superintendent Goff (left) and some of the business men who supported the drive for better schools visit a typing class



JONESBORO, ARK., is an example of how a community can use its own resources to bring an outmoded educational system up to date

with six years' service, is the "old-timer." There have been no contests for these places. Watson was elected 52 votes to none. He forgot to vote for himself. Most of the votes were cast by teachers urged to the polls by school superintendent Lloyd Goff.

All that Jonesboro really asked of this new school board was that it take a poor, patchwork public school system and make something out of it. The system was financially flat and five of its eight buildings were in poor condition. Teachers' salaries were low and good teachers scarce. The tax and property assessment system was obsolete. The bonded debt had reached the limit allowed by the state constitution. A bill of particulars of what the system urgently needed listed 19 major items, and a twentieth called et cetera. A number of reasons had

brought about this condition, and delayed any remedy. There had been the depression, and the war. There had been vague talk about getting more state or federal government aid. Mathematically considered, the public schools of Arkansas rate forty-seventh in teachers' salaries and in expenditures per school child. Other data list the state near the bottom of the educational barrel.

By 1944-45, current Jonesboro school revenues had just caught up with current needs. There would be no deficit to finance in 1946, and by 1947 perhaps a little leeway. Mc-Adams went over the budget and decided that the first thing to do was improve teachers' salaries, which would allow Superintendent Goff to hire a few better-qualified instructors. The 1947 budget of the school district was \$190,000, of which \$84,000 was from two stateaid funds and only \$70,000 from local taxes. The balance included \$30,000 of GI funds, \$4,000 from vocational training aid, and some incidentals.

Teachers' pay had been absurdly small in Arkansas, the state average being \$584 in 1940. That included rural schools. Cities had paid less than \$800, and the growth had been slow. Jonesboro district got its salary average up to \$1,500 by 1947 and more than \$1,600 by 1948, with teachers having master's degrees drawing \$1,875 to \$2,075. The state average by that time was \$1,450. The national average \$2,500.

While McAdams wrestled with budgets, Dr. Sloan and "Pug" Winters were much concerned about physical education and athletics. They stepped outside school board duties to help start the Boosters Club among young business men. This group of 200 men paid \$2 each in dues and bought season tickets to school athletic events which had to be self-supporting. Then it begged or borrowed \$1,500 to build tennis and handball courts. It got

uniforms for grammar school teams. It gave \$400 and got \$600 from the Chamber of Commerce for a summer sports program. Presently, Jonesboro High had a coach, Clarence Geis, who was also director of physical education and had some part-time help from GI students at Arkansas State College. The year-round program attracted children and adults. Beyond its own accomplishments the Booster Club had called public attention to school needs.

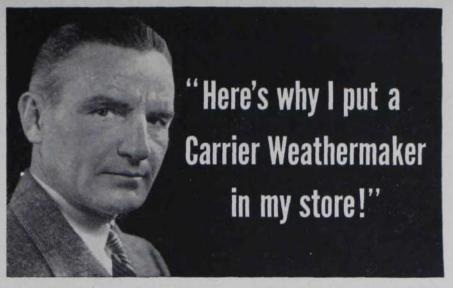
Ray Bautts had been president of the Chamber of Commerce in 1945, and had stirred that body into renewed life. Elton Patterson had been engaged as full-time manager and a city planning campaign had begun, which included industrial development and a better-schools program. Patterson, who flew visiting industrialists over Craighead County in his own plane, knew that one question asked by prospects seeking factory locations was the condition of the public schools. Oscar Melton, one of the first Boosters, and now Chamber president, was all for better schools. Charles Frierson, Jr., another returned GI, lawyer, and Democratic county chairman, was a Chamber director. He had guided defaulting school and drainage districts through the law courts in depression days, and knew their history and their problems. Like the younger Boosters, the older business leaders were becoming school conscious.

#### Campaign for the schools

BY early 1947 the school board felt it was time to attack the major educational problems. It issued a factual report to the public, calling attention to "the tragic plight of your public schools."

Jonesboro school district needed \$750,000 for rebuilding and extending its physical plant. It needed more teachers, a grade supervisor, better rest rooms, medical care and school nurses, shop equipment, visual education aids, music and art classes in grade schools, improved grounds and playgrounds, added high school courses, libraries, and the ever present et cetera.

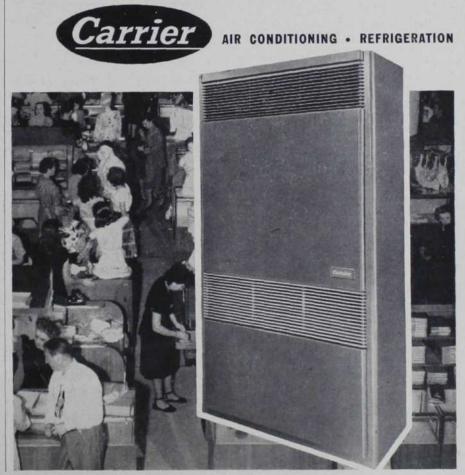
The buildings of the school system dated from the following years: South, 1886; rebuilt 1908. East, 1904. North, 1886; rebuilt 1924. West, 1907. Booker T. Washington (colored), 1923, built by volunteer labor out of bricks from a city hall which had collapsed in a high wind. Old High School, now abandoned for school purposes, 1917. Junior High, 1924. Senior



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1928, acquired when bankrupt in 1939. The last named is a firstclass institution. Junior High is in good shape for its age. The others are not. The \$750,000 to replace and repair, and add one needed grade school, were nowhere in sight.

Jonesboro School District had run its bonded debt to \$450,000, with much of the money going to finance deficits. Even the high school acquisition had been an involved legal transaction employing

the credit not of the school district but of the city light and water plant. The school district was slowly paying off its bonds, which represented dead horses and would have eaten up \$650,000 of interest before the last bond was paid. With an assessed valuation of less than \$4,500,000 the unpaid bonds almost met the maximum debt permitted by the state constitution—nine per cent of assessed value.

The district no longer could borrow. Furthermore it could not increase taxes. The same state constitution fixed a maximum of 18 mills as a school tax levy, and that was being paid. One thing it might do was increase the assessment of property. That assessment. frankly, was ridiculous. In 1920 it had been \$6,000,000. and was in theory 50 per cent of the "actual value."

It was not raised in the prosperous '20's and in the depression '30's was cut down to \$2,800,000. By 1946 it was just above \$4,000,000. Meanwhile population had increased 50 per cent, but after 27 years the assessed value of property was down 30 per cent. It is a fair guess that property in Jonesboro has a real worth today of \$20,000,000 and 50 per cent assessment would mean \$10,000,000.

A new assessment clearly was needed. Each million dollars added to the tax base would yield \$18,000 in school revenue, and permit \$90,-000 borrowing. The school directors and business leaders agreed to the need, and the Parent-Teachers Association offered to take part in the campaign. A public meeting was called and a Citizens Committee for Fair and Equalized Assessment was formed early in 1947. Charley Frierson was named chairman and R. H. Patton of the school board, vice chairman. A working fund of \$2,400 was subscribed. The county assessor agreed to cooperate. An expert appraiser from

High, built as a Baptist College in another county was engaged to value every piece of property in the Jonesboro School District. The result was an increase of \$2,000,000 in the valuation base. By early summer it appeared that success would crown the project. By midsummer a bitter fight was raging over the entire plan.

> An anti-assessment meeting was called by opponents of the plan, and violent charges of unfairness were uttered. The arguments against re-assessment included at-



tacks on "the politicians" of city, county and state. It was true that increased assessment would add to all taxes. The school district got 18 mills of the total levy, the city 8 mills, the county 9.5 mills and the state 6.5 mills. For each added dollar to schools there would be \$1.33 for other purposes. The point was made that John W. Snyder, Secretary of the Treasury, and Arthur McClain, president of the Chase National Bank of New York, had gone to school in Jonesboro years ago, and the school system had been "good enough for them."

#### Opposition to re-assessment

FROM that point on the opposition relied on selfishness and prejudice, old fears carried over from depression days when home owners faced the danger of eviction. Every fellow or his wife presently was running up to the court house to examine his assessment, and his neighbor's. Soon people were saying that federal aid would come along and take care of the

schools. Then let Uncle Sam do it.

Frierson, one of the most respected men in the city, took plenty of abuse. The tide turned against re-assessment. When the County Board of Equalization met, the county assessor denounced the new valuations. The board had a majority of rural members, Craighead County having two-thirds rural population, one-third Jonesboro. At the finish only one of the five members voted for re-assessment.

The fight for better schools

seemed to have been lost, but soon signs of salvage began to appear. Many of the larger retail merchants had cooperated to equalize their personal property assessments. But as R. L. Johnson who runs the J. C. Penney store expressed it, "We have a fair assessment along Main Street, and while mine is up, I am glad of it. Some of the little fellows on the side streets may still be chiseling a bit and laughing at us, but I know my competition among the bigger stores is fair and square so far as taxes go."

Then the 1948 valuations came along. Many people, shamed by the selfishness expressed in 1947, voluntarily raised their assessments. Values are turned in to the assessor by the owner in Arkansas. The assessor is supposed then to assess any property not listed, and to

adjust the filings. Assessors have seldom, for years, done anything but lower values when a taxpayer complained enough, or had political influence. The county board has done likewise. Yet the reassessment fight, though lost, actually added about \$600,000 to the rolls, which meant another \$10,000 in school revenues last year.

Catching their breath in 1948, the school directors, school committee of the Chamber of Commerce, Boosters and others re-examined what to do about the schools. The modest added revenue in 1948 only kept up with growth in the school population. Ten new teachers in two years had helped. Only in the first grade were splitsessions needed. The 1947 battle had stirred much interest, and meetings were held to discuss the major problem of the obsolete school buildings.

One meeting place was the Junior High School cafeteria, where Miss Annie Camp, the principal, invited visitors to partake of a hot lunch that cost pupils only 25 cents. Miss

Annie, tall, gray and nearing 70, has been a teacher all her adult life, and started Junior High 25 years ago. She has kept it a firstclass school, wangling teachers to work through the depression at trifling salaries (they fell to \$60 a month in Jonesboro grade schools), and raising funds for minor school needs by entertainments. Miss Annie is not a one to give up. There are other teachers like her in Jonesboro, and elsewhere.

#### Little outside aid in sight

ANY new plan to renovate the school plant had to eliminate borrowing, more local taxes, or re-assessment. Talk turned toward the possibilities of more state aid, and just about then the legislature voted to abolish the state share of the ad valorem tax on realty because the sales tax was doing so well as a revenue getter. There are two forms of state aid to school districts in Arkansas, a per capita allowance based on the enumeration of children, and a teachers'salary aid based on an involved calculation of funds from 17 different tax sources and on the length of service and qualifications of teachers. Neither fund was likely to grow much with the ad valorem tax taken off. Neither could, by legal provisions, offer much help to a building program.

Federal aid to education is a subject which annoys many Jonesboro people because in addition to its other uncertainties and fallacies it is always bobbing up as an excuse for not doing what needs to be

done.

On paper this aid would give \$25 of U.S. government money for every school child in Arkansas. Since Jonesboro now spends only about \$90 annually per school child, and salaries with all their recent raises are well below national averages. the teachers associations are strong for federal aid. Aside from the fact that this aid is yet a prospect and no present help, the federal ointment has quite a few flies in it. For one thing it would apply to operating costs and not to building, which is most needed. For another, it would pass through state hands before being allocated to school districts, and would form an excuse for lessening state aid. Arkansas needs state funds for many other purposes.

Anyone who wonders what federal school money would do to the state-aid program in Arkansas will have to read the book on the Arkansas tax system compiled by the Public Expenditure Council.

After digesting that volume he will have to start guessing. With 17 separate forms of taxation going into the state general fund, and with parts of this or that revenue earmarked for this or that purpose, the guessing will be tougher than a pre-election poll. The only sure guess is that the \$25 per pupil so eagerly gazed at from afar would not be \$25 by the time it percolated down to any school district.

All that better-schools advocates in Jonesboro could be sure about, in 1948, was that federal aid, if enacted, would involve federal taxes, federal supervision, regulation, administrative processes and costs at state and federal levels, and much

Having ruled out the probability of outside help, Jonesboro set up a self-help campaign for 1949 and its "Ten-Year Plan" is under way this winter. In brief, this consists of asking every family in town to give \$1 a month to a school building fund. The details were worked out by Caleb Watson, youngest member of the school board, and included a preliminary campaign of information about schools and the enlisting of all community groups. The collection system for the monthly pledges would be handled by the light plant. The funds collected would be earmarked for school building use only, and building would start when there should be cash in hand.

Collecting money for schools by public subscription is not new in Arkansas. Smaller places, like Trumann and Monette in counties adjoining Jonesboro have done it, and so have larger places like Little Rock. Granting that it is not the scientific way to finance schools, it has the merit of some success where the handicaps of tax and other laws have made it a last resort. Its chances are better than average in Jonesboro, which is both prospering and generous. A city with 23 churches, to which upwards of \$300,000 a year are donated, can afford to give \$50,000 to \$60,000 annually to rebuild its school plant.

Jonesboro generosity to education was proven in 1948 when Arkansas State College needed some livestock for its agricultural school. Dr. William J. Edens had taken the presidency of A.S.C. to find its cattle supplying milk which was being hand-bottled but not pasteurized. Dr. Edens refused to sell the milk to the town, and disliked to teach animal husbandry with third-rate animals. Within 24 hours a fund of \$9,500 was collected among business men to buy part of

a herd of blooded cattle from Oklahoma A. & M. Dr. Edens found funds to improve the barn and install pasteurizing and bottling machinery.

The Ten-Year Plan of 1949 is not the only string to the bow in the determination of young Jonesboro business to get better schools, although it is the immediate one. Two years ago a "home rule" amendment for Arkansas cities and towns was supported by the Jonesboro Chamber of Commerce in an effort to get municipal affairs out of the paternalistic grip of the state legislature. That amendment failed in 1946, but will probably be tried again in 1950. Meanwhile another amendment was offered in 1948 to take off the 18 mill tax limitation on school districts. Jonesboro voted more than three to one for it last November. and the state vote adopted it by a smaller margin.

That amendment opens possibilities for some future election to adopt a higher local school tax. Being another future possibility only, the advocates of action for better schools are not just waiting to try it in future years. Should the voluntary building fund prove inadequate they will use it.

Jonesboro is tired of hearing about bad public education in a "poor, backward southern state." The city has grown from 10,000 people to 16,000 since 1940. It has acquired more than 20 new indus-

#### Local spirit is succeeding

IN the light of such facts, the past vicissitudes in the struggle for better schools have not defeated the purpose of the "Chamber of Commerce crowd" to turn an outmoded public school system into a modern one. Admitting that they have swung and missed here and there, the school directors, the Chamber committees, the Boosters, the Parent-Teachers, the older Miss Annie Camp and the younger Coach Geis and Supt. Goff are all ready to swing again.

After all, the bankrupt college became a good high school, the failure of re-assessment added substantially to assessment rolls; there are more and better-paid teachers, year-round physical education, new vocational courses and other gains on record. They have been achieved by local effort in the face of obsolete laws, a dead horse funded debt, the wishful thinking about federal aid, and the idea that readin', writin' and 'rithmetic were good enough for grandpa.

#### Task Force Hoover

(Continued from page 30) waste may save \$3,000,000,000 annually, the reports are pointed toward efficiency rather than money-saving. It is tacitly recognized that the biggest business on earth—the United States Government—cannot be conducted on a penny-paring policy.

#### Huge and wasteful

BUT the evidences of waste and duplication are sickening.

About 2,300,000 persons work for the Government. They drive around in at least 1,000,000 cars and trucks. They are housed in more than 5,000 buildings-mostly federally owned-and are sprawled out in 23 departments, 104 bureaus, 460 offices, 631 divisions and 40 boards. Rep. Clarence Brown, a member of the Commission, reports that 75 bureaus and agencies deal with transportation problems, 15 with housing, 14 supervise forestry affairs, 34 can acquire land, 65 compile statistics, 93 lend money. 37 deal with foreign trade, 64 with business relations, 22 with insurance and 44 with agriculture. A she-salmon, on her way up the Columbia River to lay her eggs. comes under the jurisdiction of 12 different federal agencies.

These facts are offered as evidence of the immensity of the Commission's task. Its complexity is a different and a far more serious matter. Each department, agency and whatnot deals more or less directly with Congress and with other agencies. There are interdepartmental committees and intradepartmental committees and special groups. Each presents a more or less unified point of view, differing amounts of authority, and meshes with or refuses to mesh with other elements of government. The problems range in importance from the definition of one of the 300 treaties with our Indians to our relations with Russia. The conclusions are ultimately typewritten in official jargon, become statistics and are placed on file. If they are regarded as important historical material they may land in the National Archives. Others may be filed in warehouses and cowbarns.

The failure to gather, digest and distribute information helps to explain the formlessness of the governmental mass. According to the task force men, our statistics are

pretty crumby. They would fill six office buildings the size of the Pentagon and "the lack of coordination, the failure of balance, the conflicts—all befuddle and harass public thinking and bring federal statistics into disrepute."

This in spite of the fact that 10,500 full-time employes work on statistics and at least 1,200,000 others put in at least part of their time, and that "a justifiable estimate" of the cost of gathering is \$1,000,-000,000.

The task force recommends establishment of a central office where the huge mass of important facts and figures would be digested and sifted.

The records retained should be selected with a view to our guidance in the future. Folks care less and less about yesterday.

Some of the confusion in foreign relations is explained by the task force which looked into that subject. The State Department's organic statute of 1789 is still its basic charter. Its role is clearly defined. The Secretary is the arm of the President for the conduct of foreign affairs. Since this seems to imply that the Department is filled with high-level diplomats it comes as a surprise to learn that it also possesses a respectable navy.

The task force goes on: "Today the coordinated activities of the

Penfunrsa Connair Conn

"Midnight Magie? Haven't you something a little earlier? I have to be home by ten."

State Department and the 45 other units of the executive branch is sine qua non for the effective conduct of the various and numerous foreign affairs activities." But the "most striking present-day feature of the organization of the Government for the conduct of foreign affairs is the participation in all its phases by other departments and agencies."

This derives largely from direct grants of authority from Congress. In consequence, there are 33 interdepartmental committees which tend to acquire an independent existence.

"Yet the ultimate responsibility rests with the President. No one can tell him what to do."

#### Departments just grew

ANOTHER task force found that the Department of Agriculture at a cost of \$2,500,000,000 keeps 67,000 persons in their cakes and ale. They also distribute goodies to other people. In the Department are 13 lending agencies, representing an investment of about \$4,000,000,000 and an obligation to find \$4,700,000,000 more. In addition, agencies have issued about \$1,200,000,000 to private investors. Liquidation and the reduction of expenditures could:

"Reduce the liabilities of the Treasury by \$1,750,000,000."

The "Old Woman Who Lived in a Shoe" was a barren old dame compared to Agriculture. One task force found in it 20 different administrations, bureaus, or divisions. It might be said there are 20 Departments of Agriculture.

"This is the legacy of more than 100 years. Competition and rivalry among the agencies are rife. In short, waste is assured."

The Interior Department was organized in 1849 as a catch-all for whatever no one wanted. Today it has almost everything in land and water. The Secretary of Interior is supposed to keep in touch with what is going on in the fields of:

"Irrigation, agriculture, the use of public lands, minerals, forage, timber resources, navigation and flood control, fish and wild life, recreation and river pollution—"

The various agencies do the best they can. They have set up a kind of loose confederacy through which some degree of coordination is provided by agencies on which the Interior, Agriculture and Commerce Departments, the Army, as well as numerous other commissions, committees and bureaus are represented. Probably it is the best that can be done as matters stand, but the task forces think something better could be worked. A new Department of Natural Resources, for

example.

Your baby has the croup. You are awakened at midnight and told to get a doctor. But no doctor is available. You know that. You have known it all the time. Printed pages by the millions have hammered home the fact that we, the people, have not enough doctors and nurses to care for our medical needs.

And it is all as true as the Book of Begats in the "Old Testament."

But what not many of us knew, because we had never been told, is that the federal Government is to some extent responsible for this. There are five organizations that cover practically all the medical operations in the federal service. They are the Veterans Administration, the Army, the Air Force, the Navy and the Public Health Service. They all do good jobs but they compete with each other. To compete they must have plenty of doctors and nurses, and they get them. If they have five doctors to do the work one can do-to be rough with the illustration—then the rest of us are deprived of the services of four. The task force reports:

"There is no central plan. The agencies compete with each other and obtain funds, each to care for its own clientele. No one of them, generally, considers the facilities available in or the needs of the

others."

#### They all mean well

EVERY department, bureau and agency of the Government has had the spotlight put on it. Each means well. No one denies that. In fact, in all the list of ventures discovered by the task forces not one was found that was inspired by a desire to do harm.

But the fact remains that, unless some of them are prevented from continuing to do good in their inefficient way national bankruptcy cannot be avoided.

The sum of all the errors found will probably keep the Eighty-First Congress batting the ball all session long. The Eighty-Second might take a hand in it.

As Representative Herter pointed out in last month's Nation's Business, the hardest job ahead is to put even a portion of the Commission's recommendations into effect.

It's our seventh try. Maybe the Lucky Seventh. But it will take a pile of doing, brother, and subtraction, instead of Tom Heffin's addition, will seem a form of felony.

# Teamwork MADE IT POSSIBLE



ASHEVILLE, N. C., has a city auditorium, and is proud of it. Business men who helped provide it are proud of it, too.

Other communities can tell a similar story. A hospital in Houston . . . a swimming pool in Clinton, Ia., . . . a park system in Decatur, Ill. Each is a result of community teamwork. Each made possible because business men backed it up.

So it goes all over America. In every community, regardless of size, you'll find business men putting in their time and money—picking up the check, ringing doorbells, arousing the support and enthusiasm necessary to bring some worth-while community venture to completion.

A good community and good teamwork go together. They mean the same thing. Business men know their chamber of commerce is a practical application of community teamwork. It's where they put their shoulders to the community wheel. It's where business, large and small, earns its letter as a good citizen.

YOU will find it easier to participate in such projects if you work with the business and civic leaders of your community. So, if you aren't already a member of the team, get in touch with your chamber officials. They will give you full information.

#### Chamber of Commerce of the United States of America WASHINGTON 6 · DC



#### How Many Armies Do We Need?

(Continued from page 48) operative plan whereby these countries must pay for advice and supplies is being followed.

Our largest activity is with Brazil. There is a Joint Brazil-U. S. Military Commission and a Joint Mexican-U. S. Military Commission. The former has its headquarters in Rio de Janeiro; the latter in Washington. Seventy-five American officers and men are on duty with each commission.

Our ranking officer in South America is Maj. Gen. William Henry Harrison Morris, who commanded the 10th Armored Division in the drive across France.

A total of 226 American officers and men are assigned to 12 other Latin-American armies. These include Bolivia, Venezuela, Paraguay, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Panama, Argentina and Peru—all the South American countries except Chile and Uruguay.

This program has been only partially successful. We want these countries to purchase American equipment, but their dollars are in short supply. Their orders are placed with manufacturers in conjunction with our own Army orders so that they can get quantity prices on small lots, but even with this help they aren't able to buy much.

Among our mission chiefs in Latin America are Lieut. Col. Edward Messinger in Costa Rica, a former all-American end at West Point; Col. Bruce Medarris, Argentina, who was ordnance officer for General Bradley's Twelfth Army Group in France; Col. John C. Whitcomb, Peru; Col. Wyburn D. Brown, Colombia; and Col. Dillon McHugh, Bolivia.

British missions are resuming competition with us in some of the countries, particularly Argentina.

There is some optimism in our Army over this South American program. At present, about 500 Latin-American cadets and officers are attending our military schools; our missions are trying to help improve sanitation and reduce disease; and the Latin-Americans are said to be generally friendly.

By far the most important and potentially expensive of our foreign armies, however, is the French army. If we rebuild this army according to present proposals, we shall have to spend at least \$1,000,000,000 in 1949 and commit ourselves to perhaps \$5,-000,000,000.

As early as 1942 we began supplying food, arms and uniforms to the remnants of the once-great French army. We found French territorial troops, particularly the Moroccans, useful in the Mediterranean campaigns; and, on the theory that we should help restore the French spirit, our invasion ships carried new French navy uniforms to Normandy. Two days after we captured Cherbourg, sentries were saluting smartly in these uniforms at headquarters. A French division in American uniforms and tanks was allowed to make the entry into

#### French need 40 divisions

AS of Jan. 1, 1949, there are seven new French divisions. The proposal is to train and equip 33 more as rapidly as possible. The proponents claim that the Marshall plan cannot restore France economically unless, at the same time, France is restored militarily. The French business man invariably asks: "Why should I expand my business when there is no army between me and the Russians. As soon as I get fat the Russians will move in and devour me."

The British generally favor 40 French divisions because they hope to keep the Russians as far as possible from Britain. The prospect of having Russian guided missiles—possibly atomic missiles—within 20 miles of Dover is not one to encourage even socialist business administrators.

But opposition to the 40 division proposal is not lacking. Many influential Americans are convinced that France, as a powerful nation, is finished; that if we depend on the French to stop the Russians, most of our equipment will wind up in Russian hands; and that the Germans are a better bet to help us hold back the Reds than the French. Robert Murphy, political adviser to General Clay, is said to hold these views.

Opinion in our Army is divided. Many officers contend that the balance of power in Europe can be restored only by restoring Germany; but others believe that we must also have enough French divisions at least to hold the Russians on the Rhine long enough for us to employ our atom bomb fleets.

The strongest opposition to the French army program comes from the American Air Force and from its supporters who believe that airatomic power alone can deter the Russians. According to this view, often voiced by Gen. James H. Doolittle, we should spend little or nothing on armies in western Europe, either German or French. since no ground strength in the foreseeable future can stop the Russians if they decide to march to the Channel. The Russians don't need to fear ground armies; they only need to fear big bombers with atomic bombs.

Some compromise appears likely. The French army will continue to expand—at considerable American expense—and French equipment will be standardized with British and American equipment.

But continued expansion of the French army will not necessarily mean continued suppression of the German army. The Russians are rumored to have equipped an army of 500,000 Germans in their zone; and, if the Potsdam Agreement is scrapped as the result of the Berlin and Far Eastern crises, a revived German army under British-American control is more than a possibility.

In 1949 Germany will continue to cost American taxpayers at least \$1,000,000,000 a year—the air lift alone will cost \$100,000,000—and the French army may cost an equal amount.

Of all the nations in Europe, Italy is now the most friendly to the United States. The Italians maintain a military mission in Washington, and their new army is to be coordinated with ours.

If we decide to give France 40 divisions on the Rhine, we will probably give Italy 20 on the Adriatic.

Finally, our Army relations with the nations of the British Commonwealth are now closer than ever. Guns and ammunition are to be standardized. Practically all equipment will be interchangeable. The Canadian and American armies will function almost as one; similarly with the American and British fleets and air forces; and the Combined Chiefs of Staff will continue to operate as they did during the war. American and Australian activities will be coordinated in the South Pacific.

The difference between Rome in 149 and the United States in 1949 is the difference between a chariot and an airplane. Rome policed a little Mediterranean world and tried to protect it. We are trying to do the same for the whole world.

# By My Way

By R. L. DUFFUS



#### What about February?

FEBRUARY is one of the least likable of months, unless you happen to be one of those enthusiastic people who like all months. I suppose this is why the calendar is so arranged as to give us as little of February as possible. No doubt, also, this is why both Washington and Lincoln chose to be born in February, so that we could all think uplifting thoughts; and it is perhaps why the patron saint of lovers

also graces February.

The trouble with February, as I see it, in spite of these alleviations, is that, in northern climes, it gives one the feeling of not getting anywhere. Winter has ceased to be exciting, except for those who go in for snow sports, such as skiing, skating or getting stuck on country roads in motor cars, yet there is no immediate hope of spring. I believe it might be wise to shorten February to about one week, which would leave room for the holidays one wouldn't wish to miss, and then tack the other 21 (or in Leap Year 22) days on to some other month. I wouldn't mind having June 51 days long.

#### **Escaping from Vermont**

AS a native Vermonter I have been interested in reviews of a book by a man who tells of his "Escape from Vermont." He had, he says, some unpleasant relatives and was glad to get away. I am going to read the book itself, maybe, when I get around to it. But I think the point may well be made that people who are born in a given spot or area never see it as do those who merely go there. When I lived in Vermont it never occurred to me to ask myself whether or not I liked living there. No one ever bothered to tell me the place was beautiful or that its inhabitants (supposedly including me) had sterling characters. It wasn't until years later, when I was an exile (never mind why) that I learned those undying truths. Even then I didn't go back, brag about my connection with it, but I didn't go back. A native can't "discover" Vermont. It takes an outsider-a New Yorker or a Kansan-to do that. And this is the way the world goes round.

#### "Tud Holler" days

NEW YORK City has one oneroom school, in the middle of Staten Island, which is where you get when you take the ferry from the Battery and don't arrive in Brooklyn or at the Statue of Liberty. There are other schools in the city, and in other cities, with many rooms and thousands of students. For many reasons the big school stands for progress, the tiny one for inefficiency. Yet we all love the memory of the one-room school. Our national history wouldn't be complete without it. I went to one for a little while, quite a long time

It was located in Toad Hollow, which every student, every nearby adult and some teachers pronounced "Tud Holler." I think my parents sent my brother and myself briefly to this primitive institution so that we could say, if we ever ran for President, that we had been there. We never did run for President, though I was once treas-



urer, in my high school days, of an organization known as The Coming Men of America. Still, I'm glad I went to the one-room school. It makes me a small part of a great tradition. And I suppose in years to come the little scholars of P.S. 10 in New Dorp, Staten Island, will cherish a fondness for the little old white house.

#### Not superstitious, but -

I AM the least superstitious of men. except to visit. I love the State, I I slept recently in a comfortable





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room on the thirteenth floor of a Toledo hotel-slept soundly and didn't worry. I walk under ladders if that is the shortest route to where I wish to go. If I were an actor I'm sure I'd whistle in a dressing room, come what might. I live not far from a gravevard, and it doesn't disturb me at all. But I don't take foolish risks. At dinner tonight I spilled some salt and might have been in for a spell of bad luck if I hadn't instantly thrown some grains over my left shoulder. I am not superstitious, I repeat. I'm just careful.

#### Recipe for longevity

THE latest centenarian I read about drank cocktails and danced on his hundredth birthday and said that his motto had always been to "do everything." Others, of the quieter sort, ascribe their



longevity to not drinking, smoking or dancing; to drinking four glasses of water every morning before breakfast; to taking a nap, or not taking a nap, after lunch; to eating raw vegetables; to eating, or not eating, meat; to getting plenty of exercise or no exercise. In short, these venerable old parties are always full of good reasons, God bless them.

Actually, I think, there are only two reasons why people live to a grand old age. One is that they are interested in life. We usually manage to cling to things we are interested in. The other is—and I have some scientific support for this assertion—they are wound up to run a long time. The best advice I ever heard on this subject was that of Dr. David Starr Jordan. He said that if we wanted long life we should take pains to have parents who came of long-lived stock.

#### What, no sun spots?

THE Naval Observatory in Washington reports that sun spots are diminishing. In a way, this is a good thing. A sun with spots on it just isn't neat. In another sense it is a bad thing. A sun spot is something a person can worry about comfortably. It may affect radio weather, probably for the worse. It may indicate, though I am not sure the astronomers say so, that the sun is getting old and in time we may need a new source of heat. This sort of worrying is impersonal and noncontroversial. Anyone can do it-Republicans, Democrats, and, for all I know, communistsand no hard feelings are involved. We can all be real neighborly when it comes to sun spots. However, I gather that this is just a sort of vacation we are having. The spots will be back, for they run in 11 year cycles. I am jotting down a memo for 1960: "Don't forget to worry about sun spots."

#### Off pitch

DR. HERMANN ZEISSL of the Austrian delegation to one of the United Nations cultural subsidiaries says the world is getting out of key. The "A" above middle "C" in our musical notation ought to vibrate at the rate of 435 cycles a second. Dr. Zeissl says it is not doing so. There is a variation as between different countries. For example, when I sing the "A" referred to the vibration may be anywhere from 401 cycles a second to 492 cycles a second. This makes people turn and look at me. It would make Dr. Zeissl turn and look at me. I do my best, and I suppose other amateur singers do their best, but this is what happens.

It is not, I wish to assure Dr. Zeissl, due to any ill will on our part. I sing, and I suppose others sing, with the loftiest intentions, but what comes out is not always entirely under control. Personally, I mean to do better from now on, and I look forward to a time when all the world will be in perfect

#### Bottom dollar, 1901

I HAVE a 1901 silver dollar, which I brought back from California four years ago. I wonder what I could have bought with it in 1901, as contrasted with what I can buy now. If we were thinking in terms of price indices it ought to be a good deal smaller than it was then. In terms of what a boy wanted in 1901 it was as big as a cart wheel. It would have bought at that time 100 licorice sticks or chocolate soldiers; ten fairly good baseballs; enough old boards and nails to build a tree house; two or more good mouth organs; enough firecrackers to blow any small boy into tiny bits; 20 "Nick Carters" or ten reception. It may change the dime novels; an air rifle; and, I

believe, a dollar watch. It was wealth untold. I don't imagine it would be that today, even though prices hadn't gone up. I am saving it, because prices may go down, because I may eventually reach my second childhood and want the same things I used to want, and because of an old western superstition about the bottom dollar.

#### The old-time railway car

THE first railway coach I remember riding in had red plush seats, an open vestibule that you could fall off of if you wished, air conditioning with cinders in it, and a stove. My first Pullman car was a tourist sleeper which had been modernized to a certain extent after the Cuban campaign of 1898. Cars like that were great places for sociability. Where could a man come in closer contact with his neighbor than in a Pullman wash room when nine travelers were trying to shave at three basins at once? And the stories that were



told after the shaving had died down and the travelers grew less savage! The stories, the arguments and the wise, unanswerable comments on current events.

Now there is a tendency for the luxury trade to travel in little boxes -ranging in size from roomettes to an up-to-date version of the drawing room. One practically has to be introduced to speak to anybody on a train made up of little boxes. But they do say that something of the old camaraderie springs up on those reclining chair trains that make the transcontinental runs; and I have heard people speak to strangers in club cars. The trouble is we don't suffer the way we used to when we travel. It was suffering, I suppose, that brought people together.

#### Back to normal

THE WORLD is not exactly back to normal. Indeed, as the man said, it probably never was. However, I do notice that people are paying good money to witness six-day bicycle races; and the missing link has again been discovered.

### What Happened to the BRITISH LOAN?

Two and a half years ago on July 15, 1946, the United States lent Britain \$3,750,000,000. That loan has now all been drawn and the dollars spent. What has the United States got out of it? How has Britain spent it? Why did she need it and what has it done for her? Was it good business for Britain? Was it good business for America?

You were the lender. How do you feel about your investment? Francis Williams, one of England's leading journalists, presents the picture from the borrower's side in Nation's Business for March.

#### Who Will Run in '52?

"Well, we've elected a President, who'll succeed him?" Americans always ask soon after the first Tuesday after the first Monday in November in election years. How about the Republicans? Is Dewey out? What chance has Taft? Stassen? Lodge? Or any of the minor luminaries now appearing on the Republican horizon. What will the Democrats do if Truman does not succeed himself? Is anyone being groomed? How do your predictions compare with those of Doris Fleeson, well-known political columnist? See "Timber" in Nation's Business for March.

## Will TELEVISION Kill Big-Time Sports?

How many ball games have you seen on television? How many games would you have attended if television were not available? That's the story behind the groaning of sport promoters. Fight, baseball, football receipts are fading away and the owners seriously consider barring telecasts. What is likely to happen? See Stanley Frank's story in Nation's Business for March.

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